NORFOLK CONTY
MARIANA BUSINESS SUSTAINABILITY PLAN

3-38 February 2025 Public Survey Responses

142 Survey Responses (113 Online; 29 Paper)

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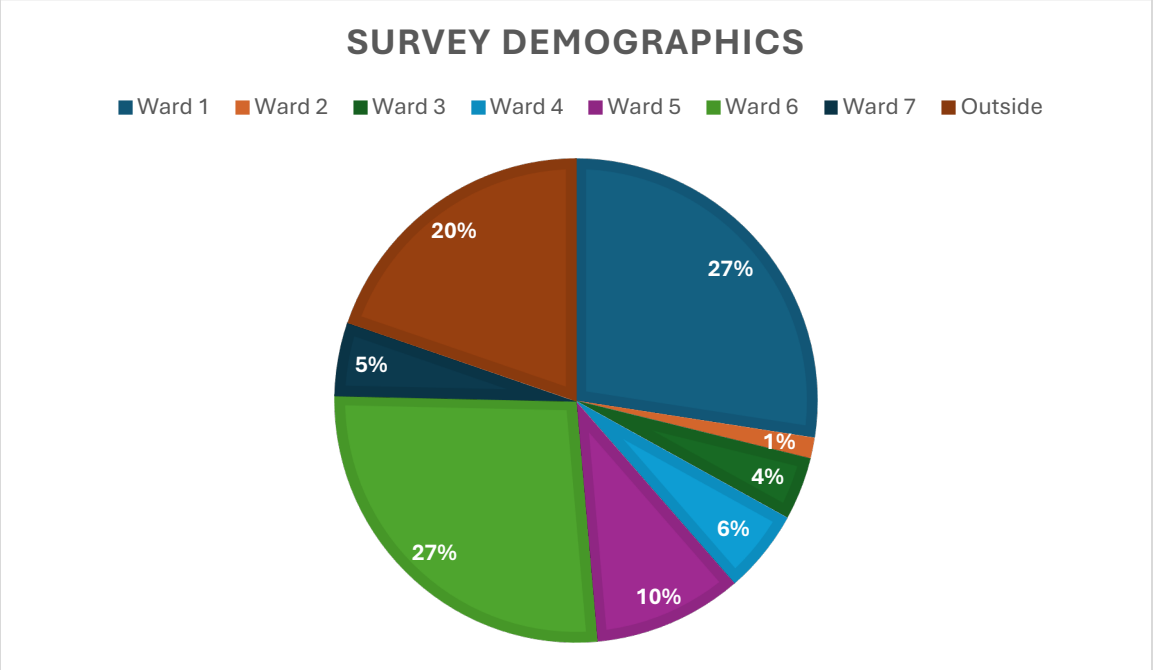
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RESIDENCE OF RESPONDENTS

1. Which Norfolk County community do you live in?

- Ward 1 (Port Rowan, Long Point, Walsingham) 27.5%
- Ward 2 (Courtland, Langton, Wyecombe) 1.4%
- Ward 3 (Delhi, LaSalette, Windham Centre) 4.2%
- Ward 4 (Vittoria, Turkey Point, Port Ryerse) 5.6%
- Ward 5 (Simcoe) 10%
- Ward 6 (Port Dover, Renton) 26.8%
- Ward 7 (Waterford, Villa Nova, Wilsonville) 4.9%
- Outside Norfolk County 19.8%

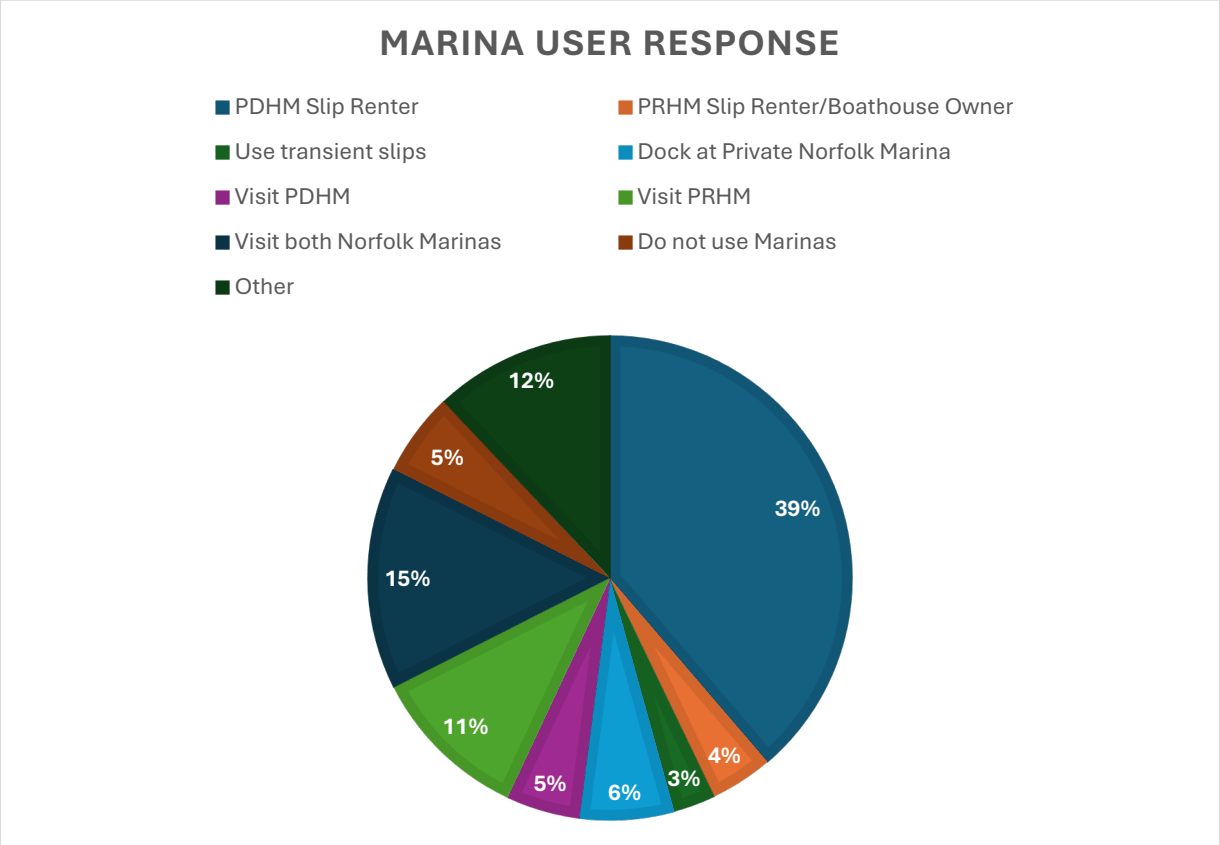


- Over 50% of respondents are from the Port Dover or Port Rowan area
- Nearly 20% are from outside Norfolk County
- 10% from Simcoe
- Remaining 20% of respondents are from across the County

MARINA USER RESPONSE

2. Which of the following best describes your relationship with Norfolk's municipally owned marinas?

- PDHM Slip Renter 38.7%
- PRHM Slip Renter/Boathouse Owner 4.2%
- Use transient slips 2.8%
- Dock at Private Norfolk Marina 6.3%
- Visit PDHM 4.9%
- Visit PRHM 10.6%
- Visit both Norfolk Marinas 14.8%
- Do not use Marinas 5.6%
- **Other** 12%



- Majority responding are PDHM slip renters (38%)
- 30% visit marinas
- Few PRHM slip renters/boat house owners responded – more Port Rowan community members who visit the marinas
- Other respondents were often those who visit Long Point Park in Port Rowan/fish off the Port Rowan pier or kayak out of the park/visit the downtown and previous slip renters/boat house owners.

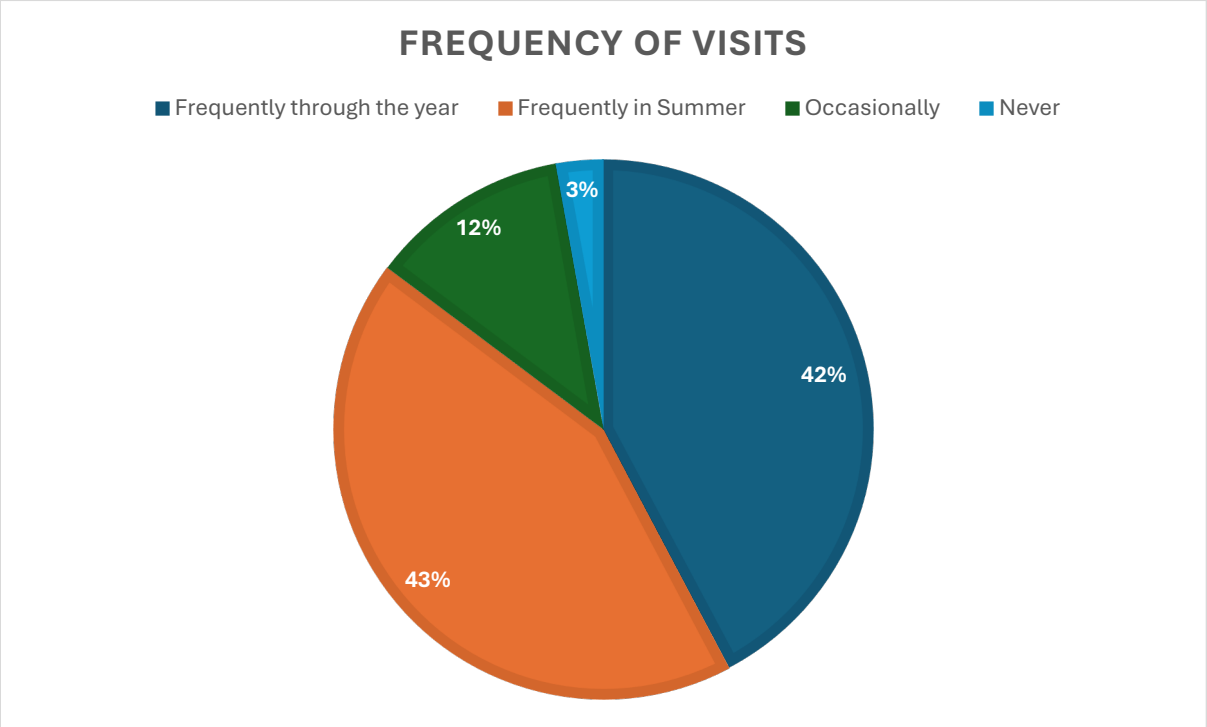
#2 COMMENTS RECEIVED: Raw Data OTHER Responses on User Relationship to Marinas

- Previous owner of a marina in ward 1
- I intend to rent a slip this summer.
- I fish on the Port Rowan pier and I socialize with others who walk out on the pier . Alot of times I direct visitors to the area to local business in town ie where do I get a coffee, where do I get bait, where do you have lunch etc etc
- As a former boat owner, I have had a slip at the PDHM.
- Since last year I have been actively engaged in meetings, reading local newspaper articles about Norfolk County ownership and sustainability of our Port Dover Marina. and involved with Port Dover Waterfront Preservation Association as a member whose priorities involve having public access to Port Dover waterfront areas. I am a resident of Port Dover
- We used the Port Dover marina, the Port Rowan and several private marinas. I visit both marinas by car and on foot. I am an active member of the Port Dover Waterfront Preservation Society because of my general interest in coastal areas as recreation sites and for their role in promoting emotional well-being. I have done geological research on many coastal zones worldwide, and have prepared a report for the Port Rowan Harbour Committee relating to the idea of diverting Big Creek to minimize siltation issues.
- I frequent the Port Rowan Harbour and Park almost daily. I frequently start my day here watching sunrise, taking pictures, enjoying nature and the view. It is my mental health break to prepare for hectic work days. When I walk for exercise, my path always involves the harbour and surrounding area. I attend many events that use the park space. I have lived in Port Rowan for 59 years, and "the dock" has been an integral part of my life.
- I rent a boat slip at Rowan Bluffs for last 10 years. Have lived at Woodland RV Park for the last 33 years. Previously rented a boat house at Booth's Harbour for 25 years. Often boat to Port Dover Marina for overnight boating.
- I go down to the PR Harbour routinely to walk, to sit at the end of the pier to watch the water, the boats, and the wildlife, and take photos. We visit the Farmers' Market weekly, attend concerts, go to Bayfest. My spouse enjoys regular fishing and ice fishing from the harbour area. Whenever we have family or friends visit we always go down to the harbour. The harbour is what enticed us to settling in the community of Port Rowan - its beauty and quaintness and the ability for it to be accessed by all.
- I kayak out of the Marina
- I visit both marinas and I fish off the pier

FREQUENCY OF VISITS

3. How often do you visit Norfolk County's municipally-owned marinas?

Frequently through the year	42.3%
Frequently during the summer months	43%
Occasionally	12%
Never	2.8%

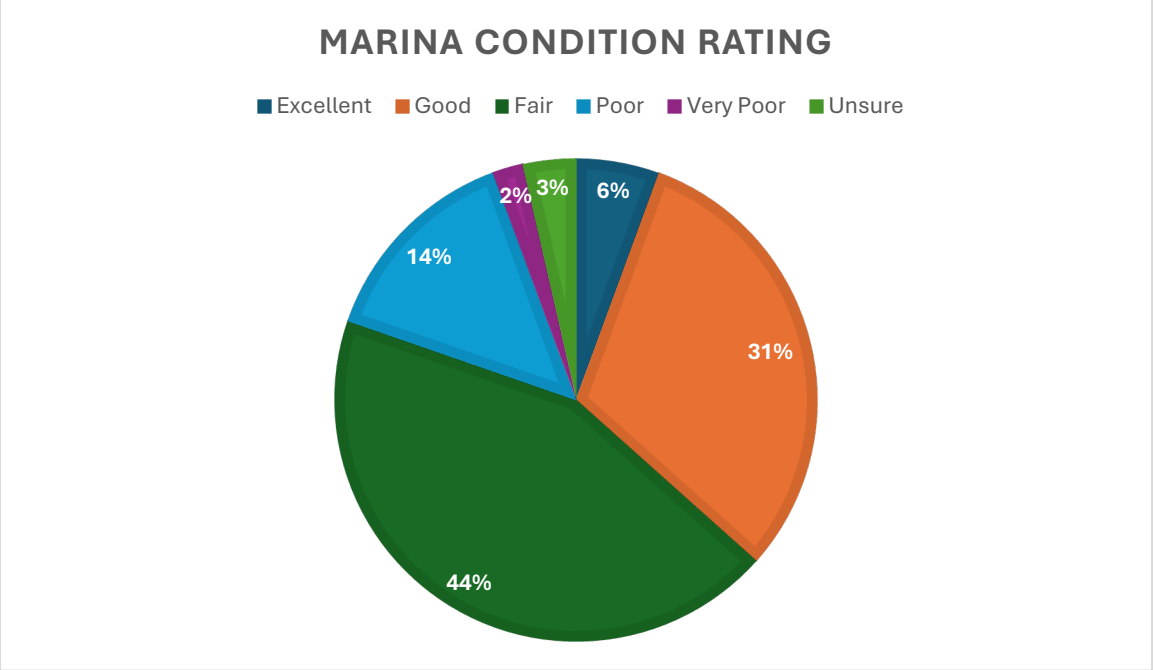


- Vast majority of respondents visit the marinas
- Community members who do not use the marinas did not respond to the survey

CONDITION OF MARINAS

4. How would you rate the current condition of Norfolk County's municipally-owned marinas?

Excellent	5.6%
Good	31%
Fair	43.7%
Poor	14.1%
Very Poor	2.1%
Unsure	3.5%



- 75% of respondents rate the marina conditions as Good or Fair, however, we received several complaints and a high response rate to Question #5 below

5. Do you have any comments on the current condition of Norfolk County's municipally-owned marinas?

- This question was open format and not mandatory
- Responses include complaints about the maintenance of the washrooms at PDHM, staffing levels/services, needed updates/repairs/investments, complaints about the Wifi and security. Others complained that PRHM is poorly maintained and in need of dredging
- Many respondents feel that their dockage fees have not been reinvested into the marinas and that the county is not offering good value for money considering the fee increases (i.e. charging more but not offering anything for it).

#5 COMMENTS SUMMARY: Condition of Marinas

Value for Money:

- **Concern over financial management**: Respondents feel that Norfolk County is not effectively managing the costs and revenues of the marinas, with some suggesting that fees have risen without corresponding improvements in service or infrastructure.
- **Underfunded maintenance**: Several responses mention the lack of capital reserves for upgrades and highlight issues like deteriorating facilities (e.g., washrooms, docks, and fuel dock) that should have been addressed with the revenue generated by the marinas.
- **Value for money questioned**: Boaters feel that the amount paid for slips does not reflect the quality of service or the state of facilities.

Upgrades/Service Levels:

- **Deteriorating condition**: Multiple responses indicate that the Port Dover Harbour Marina (PDHM) is in need of substantial maintenance, including electrical upgrades, dock repairs, and improvements to facilities like washrooms, showers, and the pump-out station.
- **Lack of maintenance**: Respondents note that many areas have seen little to no improvement over the years, particularly the washrooms, docks, and general infrastructure.
- **Staffing concerns**: Some respondents pointed out that staff are often not available when needed, such as at the fuel dock or for pump-out services, and that staff could benefit from better training and guidance.

Washrooms:

- **Poor washroom conditions**: A significant number of comments describe the washrooms as outdated, dirty, and in desperate need of renovation. Mold, peeling paint, and lack of HVAC were frequently mentioned as issues.
- **Inadequate cleaning**: Many respondents pointed out the lack of cleanliness and upkeep, including in the newer washroom facilities.

Staff:

- **Positive staff feedback**: A few responses praised specific staff members (e.g., Janet) for their helpfulness and service.
- **Staffing issues**: Despite some positive mentions, many felt that the marina could benefit from better management, more experienced staff, and more consistent service, particularly at the fuel dock and for maintenance.

Public Access:

- **Limited public access**: There are complaints that the marina is not inviting to the general public, with high fences and restricted access. Suggestions include opening up the marina for non-motorized vessel launches and creating more public spaces for enjoyment.
- **Desire for improved amenities**: Respondents also suggested adding more recreational amenities like benches, food vendors, and entertainment to make the marina a more attractive destination for both boaters and visitors.

Port Rowan Harbour:

- **Poor condition and need for dredging**: Many comments highlight that Port Rowan Harbour is in a deteriorated state, with shallow channels, poor dockage, and a lack of maintenance. Dredging and repairs to the boat ramp were frequently mentioned as urgent needs.
- **Public concerns about Port Rowan**: Respondents feel that Port Rowan has not received sufficient attention since Norfolk County took over, with many calling for upgrades to docks and improved services for boaters.
- **Potential for Port Rowan**: Several responses suggested that Port Rowan could become a popular boating destination if more investment was made in its infrastructure, including better docks and dredging.

Sale of Marinas:

- **Some support for selling facilities**: A few respondents questioned whether the marinas should remain publicly owned, suggesting that the costs and complexities of maintaining them might be better handled by private operators.

No Complaints:

- **Satisfied users**: A small number of responses stated that they were satisfied with the current state of the marinas and saw no need for significant improvements.

This summary captures the primary themes from the responses. The most frequent issues center around the condition of the facilities, the lack of investment in upgrades, and the need for better maintenance and customer service.

#5 COMMENTS RECEIVED: Raw Data Responses on Condition of Marinas

Value for Money

- Norfolk is not managing the costs, expenses, maintenance, budget, financials, for optimum return. Prices too high and forward planning not accurate.
- It is disappointing that fees go up each year yet the level of service has declined. Docks are not swept as often…seaweed gathers around and the wifi is very weak. Tbe pavillion could be better kept. I feel the county limits tbe ability for tbe marina to best manage affairs. With all the revenue earned from the marina why is there not a capital reserve for upgrades
- There have been no improvements in the 10 years I've been there. No updated washrooms, showers. Internet does not work. No one oversees the boat launch , gas dock closes early or no one there. Docks not rinsed off. Parking space should be allocated to those who pay for a slip and have a visitor parking.
- The PDHM has not been properly maintained for years. Money that should have been spent doing proper Maintenance has been improperly allocated to tax levies as opposed to being used to maintain the facilities properly
- More money needs to go into maintaining the marina than has been in the past as the condition has deteriorated significantly over the past 25 years that I have been there . In Port Dover the washrooms especially the showers really need an upgrade to get rid of the mold instead of just caulking over the it.
- With all the money paid, so much room for improvement. The facilities are unacceptable. There should be and should be many more facilities that could even increase the profitably. I am disgusted all the profits have not been out back into the marina. I feel this cannot be considered ethical
- The marina is making money for the county but it is not going back to the marina. We are expected to pay 25% increase for no improvements whatsoever

Upgrades/Service Levels:

- PDHM requires electrical upgrades, and replacement of present pump out and the addition of another at the diesel fuel dock area.
- Starting to become rundown. Electrical and water systems lacking and docks falling apart
- PDHM is a good marina that we have boated at for years with very little maintenance/upgrades that are long overdue and very much needed/required
- What maintenance has been carried out over, say, the last five years?
- The pump out is not always working and seems in poor repair
- This review pertains specifically to the Port Dover Harbour Marina. While the general grounds and docks are maintained at an acceptable level, several critical areas require urgent attention.
    - Washrooms: The original washroom facilities are in a deplorable state. The newer washrooms located at the rear of the property are, by contrast, generally well-maintained. However, the showers within these newer facilities are in such an appalling condition that they are unusable. Their current state likely warrants intervention from the health department and should be condemned.
    - Gas Dock and Pump-Out Station: The gas dock and pump-out areas are in a similarly unacceptable state of disrepair. The pump-out station is frequently out of order, causing significant inconvenience. Working Conditions: These conditions present a severely inadequate working environment for the young employees of Norfolk County who staff these facilities.
    - Overall: The Port Dover Harbour Marina is a valuable asset, but the issues detailed above severely detract from its usability and reflect poorly on the community. Immediate and substantial investment is needed to address these deficiencies and ensure a safe, functional, and welcoming environment for boaters and staff alike.
- Overdue for updating.
- They are not particularly attractive.
- Dated facility other than dockage
- Boat dock fingers need of repair (example dock561) has rot on finger 1x12 that needs replacement. Boats are not secure as anyone can roam docks and walk onto any ones boat at any given time. Gazebo's are all in need of staining/painting, If you chose to use them be prepared to spend an hour cleaning as the bird poop is terrible, I feel the student staff needs more direction as I have spoke to several of them and they have said they where bored
- Maintenance could be better.
- The marina is not well cared for. The fuel dock is not staffed during the summer, boaters have to dock their boat then ring a bell to get a staff member to ride down to then fuel them and or provide pump out service. Fuel is often unavailable in spring and fall. The fuel dock is covered in bird excrement. The docks and power stands are covered in spider poop and webs. The weeds create real navigation problems and I

scooped out dock carts full of weeds from my two docks. I have pictures if necessary. The pump out is broken more than operating and the marina charges $35 per pump out that simply encourages boaters to wait until they are in the USA or worse yet discharge overboard. The washrooms facilities are disgusting, covered in mould and looking like something that has not been cleaned, repaired or renovated since 1960. There is no play equipment for children. There are no facilities to attract or retain visitors , especially those that do not come by boat. Patio decks are wood on top of sunken concrete with dirty picnic tables. There are no Marina owned barbecues for use by visitors and the pavilion is open to the wind and bugs

- The grounds needs cleaning on a regular basis. The boardwalk /slips/pic nic tables/gazebos/chairs etc are covered with cob webs and goose droppings. There is no sense of community as no communication with boaters. We need a representative from each dock with regular meetings to discuss safety issues. There is never anyone at the fuel dock. When you disembark from your boat you have no where to sit or stand/no shade/pumps often empty, cant get pump out as it is broken, staff inexperienced and 3x have had them spill fuel on our boat which them ends up in the water . They need supplies/trainin to ensure no spillage. Why is there no tuck shop with basics? Showers and toilets are not clean. embarassed to bring boat guests in there. Staff is often standing around doing nothing. One summer student (we know his parents) said he was bored all the time. Why cant then paint, clean etc There is nothing for children to do. Need payground equip and organized activities (volleyball/crafts) We should have a welcome bbq and close at end of year bbq. Just hotdogs and pop simple but adds to sense of community
- Preventative maintenance, and capital improvements have not kept up with the times. Remove the derelict boats and hulls from PDHM some of which have been there more than 40 years and in arrears for storage
- Specific to Port Dover: I would like to see upgrades to the washroom facilities. I would like to see changes in the staffing, and better management of the seasonal staffing. I would like to see dock upgrades being completed. I would like to see better maintenance of roadways in the marina being completed. I would also like to see more entertainment, being included in the marina. Example, a place structure for children, or bonfire pits for patrons to enjoy. There's a lot of potential for the marina to be better than it currently is!
- Port dover marina needs a new pump out machine instead of a duct taped machine ,better hours of service ,housecleaning in washrooms needs attention, upkeep on docks ,have sufficient supplies of fuel and ice
- After it rains there is lots of water puddling around. Pot holes etc. It's not nice to walk around

Washrooms:

- Clean the washroom
- Pdhm washrooms are in need of cleaning, painting, upgrading.
- The washrooms need a make over. The gas dock needs to have an attendent at all times during the day
- PDHM. Washrooms are poor condition, in need of major upgrade. Unpaved parking lot. Poor wifi. Little value for cost of slip.
- Yes moneys generated from marina fees have not been used to support the marina Washrooms need updating no club house marina funds and facility miss used
- The washrooms / showers at the PDHM are in deserate need of refurbishment. Layers of paint are peeling, the finishes are worn off from years of cleaning. There is no HVAC so there is no way to stay dry and cool after a shower in the very high humidity.
- The Wi-Fi is awful
- The marina is in great shape, it just needs to keep up on yearly maintenance. The wifi is garbage though.
- Docks and slips are in good shape. Poor first impression for transients. Not clear where to tie up.

Staff:

- Janet is awesome and she run a very good “crew”
- Great staff.
- Janet is doing a great job.
- Port Dover Marina staff are awesome! Always helpful when we use transient slip for overnight boating. Would like to see possibly a restaurant closer by Marina or at Marina. Possibly a pool. Look at Perry Commodore yacht Club in Erie Pennsylvania for their amenities. We have boated there for their convenient amenities.
- I feel that there is enough staff at the Port Dover Marina and they do a good job. although there should always be staff at the fuel dock. The Current condition of the Port dover marina is in fair condition and the county should have been doing the required up keep every year with the revenue the marina takes in instead of putting else where. The pump out for gray water only works occasionally and is very price to use as other marinas/fuel docks it is a free service
- a county paid management model does not encourage growth or going the extra mile as it is just a JOB a private management would make it their lively hood and make it very important to have positive interaction with clients

Public Access:

- the gate at the Dover marina should be open to the public. see security at other marinas such as port colbourne etc.

- The Port Dover marina is public owned water front land that is not open or welcoming to the general public. This spaceshould be opened up and made available to people seeking to access the water in many ways, weather kayaking or fishing; or people walking, enjoying the space and the view
- Washrooms should be available to the public at the PDHM. There should be public waterfront viewing areas and an area for the public to launch non motorized vessels.
- The PD Marina has high wall chain link fences which does not seem inviting to residents or tourists or the Keyed locks inner road accesssibility. Landscaping is needed, cut grass, trim bushes, trim grass lining roadways, repair the existing walkways, remove old rusting boats, etc. Needs more park benches, flower boxes, inviting signage, a restaurant or small venue shops for ice cream, cold drinks, pizza, hamburgers, Port Dover tourist clothing and items for sale to promote the area.
- It's a great location for the marina because it is protected from the wind's, however, the uses of this public marina can be greatly extended beyond just being a place where you Moore your boat. Port Dover marina lands itself to be developed as a great recreational destination for all people. Norfolk County is developing recreational facilities all around it's land borders but ignoring the most valuable asset which is the lake front
- The Port Dover Harbour Marina is unwelcoming because of the penitentiary-like chainlike fence. Access by the general public appears to be actively discouraged. There is no maintenance of areas outside the fence so the surroundings are uninviting. The Port Rowan Harbour is more inviting; it is possible to walk everywhere and the grass around the site is well maintained and actively used for picnics, etc., during the summer
- Not enough open facilities during winter months

PRHM:

- Port Rowan is in very poor condition
- Harbour at Port Rowan needs dredging
- Weeds, limited dockage, not appealing to boaters in its current state
- If they put a little money into Port Rowan with real docks then the could partner with the restaurant to make it a boating destination for dinner. The Boathouse, the Forks, the Saloon, etc and shops should look at this as an opportunity to increase traffic during the marina/boating season. They should contribute to a annual residual for clean up at the marina and also build more/better docks. Make Port Rowan a boating destination. (Same could be said for Port Dover opportunity)
- Port Rowan is pretty good, other than it is in bad need of dredging. The harbour channel and the ship channel are extremely hollow. If water levels drop much more, they be basically be in usable

- Channel is shallow and silted in. Need more dock space. Something needs to be done to accommodate the Osprey nest on top of the harbour light in a way that does not block the light and pose a navigational hazard
- Port rowan needs some upgrading
- The Port Rowan marina needs to be supervised by a student thru the summer and by-law in spring and late fall. Many boats are launching and not paying the launch fee. Set the student up to cut the laws and keep the park clean
- The port rowan harbor requires dredging and launch ramp repair. installation of cameras for security a concern
- Dover Marina is very nice but Port Rowan is a disaster. even small boats are stirring up mud and the weeds are brutal It's very poorly kept and really should be sold to someone who would do something with it. The possibilities are there
- The Port Rowan harbour is in desperate need of dredging. The boat launch ramp is in need of repairs. If Port Rowan Harbour is going to remain a "passive" harbour without staff on site, I would recommend installing a unit (similar to the ones used for parking) at the boat ramp, to increase the odds of people paying to launch, since few people carry cash anymore
- I cannot say to the state of the Port Dover Harbour Marina, but Port Rowan Harbour needs to be dredged. Since Norfolk County has taken over Port Rowan Harbour nothing much has been done and since they moved it to a passive marina there is no harbour master to over see things
- Needs to be dredge. Not deep enough for visiting boat traffic plus boat house owners. Needs more visitor docks to help promote tourists
- Port Dover - good; Port Rowan - poor.
- In Port Rowan the boat ramp needs repair and the payment system needs to be made easy to use like a credit card payment system. Also the dredging that has been put off for a long time needs to be undertaken quickly
- Re open the washroom at the Port Rowan Harbour. Set up a credit card method to collect funds at the ramp. If possible make it so that if they don't pay (pretend to tap) then the barrier arm won't lift to permit access. Similar to paid parking lots or railway crossings
- Specific to Port Rowan Harbour - dredging is required asap, the boat ramp needs repairs to ensure safe usage, the boat ramp requires a swipe card payment system and camera system for security and payment enforcement/ease of making payment

Sale:

- Most tenants, and constituents do not understand the complexities of running and maintaining the Marina facilities. Furthermore, they are not taking into consideration the opportunity cost of holding these facilities and not selling them

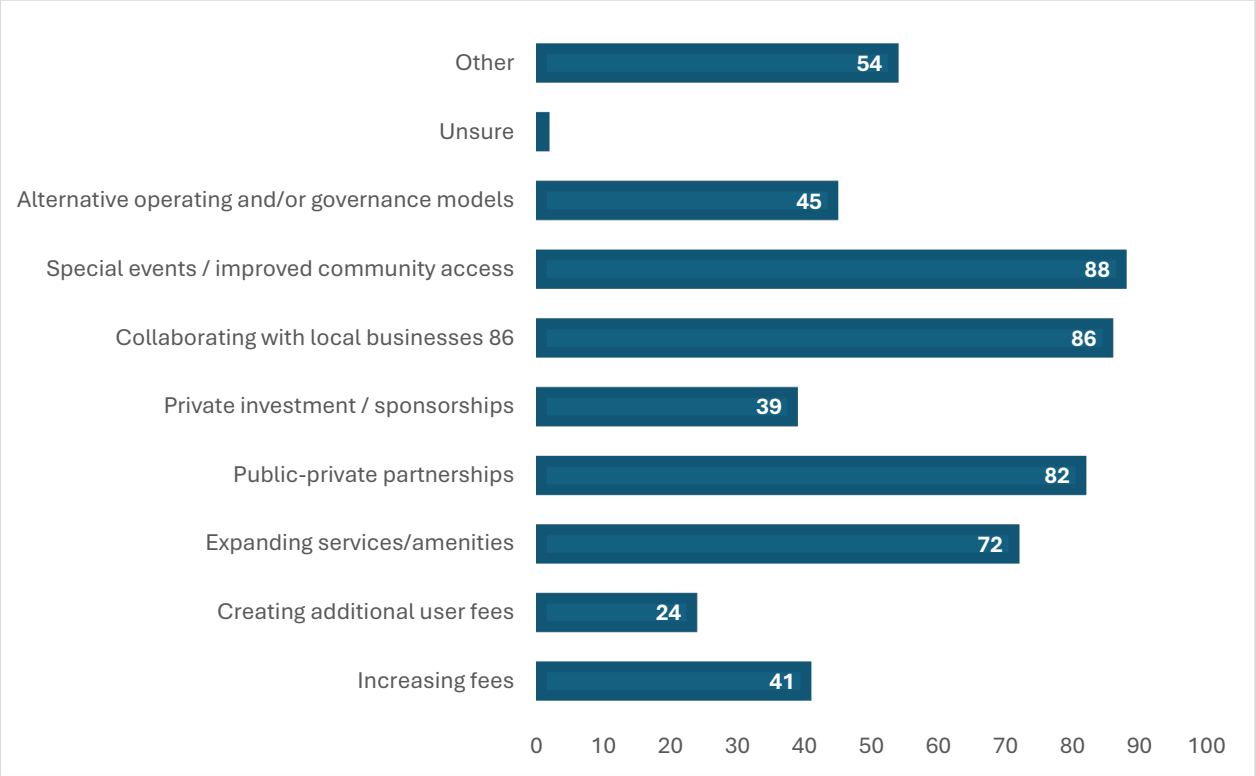
No Complaints:

- It's not terrible. Not sure what improvements are required if any
- Seems regularly maintained
- Port Dover Marina site is adequate. No need for upgrades
- I do not use or visit the Marinas in my personal life. So I have no comments.
- I can speak better to Port Dover, and although there is not a huge facility or "bells and whistles" the building that's there now suits it's purpose and feels safe, clean, well taken care of. I am unaware of the status and safety of the docks at Port Dover, but again there are plenty and they suit their purpose well
- I am not a boater so the dredging problem is not an issue for me.

FINANCIAL SUSTAINABILITY

6. What strategies do you think would help make Norfolk's municipally-owned marinas financially self-sustaining? (Select all that apply)

Increasing marina fees (e.g. dockage, fuel)	29%
Creating additional user fees to support marina operations (e.g. paid parking)	17%
Expanding services or amenities offered (e.g. boat rentals)	51%
New commercial leases or public-private partnerships (e.g. retail, restaurant)	58%
Encouraging private investment or sponsorships	27%
Collaborating with local businesses	61%
Hosting special events or festivals Improving community access to the marinas	62%
Pursuing alternative operating and/or governance models	32%
Unsure	1.4%
Other	38%



- Little support for increasing fees/additional user fees
- High support for service expansion, special events/public access, collaboration with local businesses and public-private partnerships
- **Other** responses included below; many argue that PDHM is already sustainable and that PRHM should be considered a waterfront park, not a revenue generating business. Many included suggestions for service expansions. Some advocated for service reductions, renegotiation of existing agreements, alterbative governance/operating models, or sale of the marinas.

#6 COMMENTS SUMMARY: OTHER Responses on Financial Sustainability

Already Sustainable (Reinvestment & Accountability)

- Several respondents emphasize that Norfolk's marinas are already profitable but that funds are mismanaged or redirected elsewhere (e.g., tax levies or general county funds). Key issues identified include:
    - **Reinvestment**: Profits should be reinvested back into the marina for upgrades and maintenance, rather than used for other purposes.
    - **Accountability**: Transparency in how funds are spent, especially from significant user fees, is crucial. The past mismanagement of reserves and funds raised concerns about the long-term viability of the marinas.

Expansion & Additional Services

- Expanding services and amenities can diversify revenue streams. Suggestions include:
    - **RV and Camping**: Adding serviced RV sites and camping options to attract a broader range of visitors.
    - **Recreational Rentals**: Offering rentals like kayaks, canoes, paddleboards, and small boats, as well as services such as boat storage, ramp fees, and parking.
    - **Food and Retail**: Introducing food trucks, small eateries, or even a pavilion for parties and special events to enhance the visitor experience and attract more tourists.
    - **Youth Programs & Activities**: Creating programs that expose younger generations to water-based activities, such as sailing, windsurfing, or parasailing, could generate long-term support and engagement.

Operating Model Changes

- **Staffing & Labor**: Reducing seasonal staffing and potentially shifting to a volunteer or co-op labor model where marina patrons can contribute in exchange for reduced fees.
- **Reorganizing Operations**: Some respondents suggest incorporating marinas into the broader recreation department, or reducing operational complexity by merging functions.

Fee Structure Adjustments

- There is a call for a more equitable fee structure, including:
    - **Increase for Larger Vessels**: Charges for larger vessels could reflect higher usage, particularly in terms of utilities like electricity.
    - **Fee Comparisons**: Marina fees should be competitive with nearby private marinas to avoid driving customers away due to high costs.

Governance & Privatization Models

- **Privatization Concerns**: Some respondents believe marinas should not be sold to private companies, although partnerships or private sponsorships for special events are seen as positive.
- **Alternative Governance**: Proposals include operating the marina as a municipal corporation, with management by a local board of knowledgeable residents or transitioning to private management with county oversight.

Port Rowan Marina (PRHM) Specific Suggestions

- **Enhancing Use**: The Port Rowan marina could be re-envisioned as a "recreational waterfront park" with passive revenue-generating services (e.g., bait sales, binocular rentals) rather than focusing solely on profitability.
- **Infrastructure Improvements**: Upgrades to parking, boat launch services, and adding more docks or ramps could improve efficiency and accommodate more boaters.

Public Funding vs. User Pay

- **User Pay Model**: The majority of respondents agree that marinas should primarily be funded through user fees, rather than taxpayer dollars, to ensure financial sustainability.
- **Taxpayer Support**: There is some debate about the need for public funding for marinas, especially for areas that are more recreational or limited in their ability to generate profits (e.g., Port Rowan).

Potential Sale of Marinas

- **Privatization Option**: A few responses suggest that selling the marinas to private operators could potentially lead to greater investment and improved management.

Key Themes:

1. **Reinvestment & Transparency**: Properly using and reinvesting marina profits for upgrades and transparency in financial management are crucial for long-term sustainability.
2. **Service Expansion & Diversification**: Expanding services (e.g., rentals, food trucks, youth programs) and improving facilities could generate new revenue streams and attract more visitors.
3. **Fee Structure & Governance Changes**: Adjusting fees to be competitive and reconsidering governance models (e.g., local board management, privatization) are key strategies.
4. **Port Rowan Focus**: Redefining Port Rowan's role as a recreational park with limited profit potential, and enhancing its infrastructure, is essential for its sustainability.

#6 COMMENTS RECEIVED: Raw Data OTHER Responses on Financial Sustainability

Already Sustainable:

- You already make a sufficient profit every year but don't put any money back into the marina. Learn to invest back into the marina wisely.
- The marina is already self sustaining. I don't know why the reteric about it not being so keeps being spouted. It shows a profit every year that has been stolen by the politicians to help get votes. Having said that, we could try to get get retail in there like seafood, kayak and Canoe rentals. we could also open up to camping. The feea are way over market now, to increase that would be insane aswell as charging for prking. Stop gouging people
- Port Dover Harbor marina is self sustaining. Had the revenue generated from past years been used properly this situation would not be upon us.
- Money should never had been taken from the reserve fund that marina patrons yearly renewal is supposed to have gone into. The marina is self sustainable and reserve money would cover upgrades and maintenance requirements
- Stop subsidizing tax levy Realistic ideas of improvements that are needed
- PD Marina is already sustainable due to the already significant dollars users are currently spending at the marina. That was before the latest 25% increase where the users receive nothing additional for this increase. From our reading it was already making over $400,000 yearly prior to the new 25% increase. Where did that profit go over the last number of years? Suggestion: Transparency of where our money is being spent
- The county has mismanaged the funds. Port Rover is a profitable marina. Over $400,000 in the plus. Where did that money go each year?? Should have been

invested to maintain the upkeep of the marina. Poor management by the county with these funds.

- Our fees have gone to reduce every resident of Norfolk County's taxes every year and none of the monies from the profits was set aside to deal with ongoing and future repair. Putting a 25% increase on 458 boat owners is a ridiculous methodology to right the wrongs of past and current council. This move will only drive boaters away and reduce Marina profit.
- The port Dover Marina is all ready making a huge revenue and the need for a massive amount of money for upkeep is due to the county's poor use of the revenue that it is in this condition. Its always cheaper to fix things a little all the time instead of waiting until it builds up and you realize you cant pay for it all.
- I believe Port Dover Marina would be self sustaining if the County hadn't of taken all of there reserves and put them with the general levy. Port Rowan would be self sustaining if the County hadn't of allocated the road repair to the marina. A lot of the expenses allocated to Port Rowan marina are over stated or for the park part. There is no way the Marina Manager spent $26000 worth of wages on the Port Rowan Harbour
- The Port Dover marina is self sustaining and has been before the ridiculous 25% increase of marina fees , if all profits were put back into it. More needs to be done in Port Rowan to make it profitable . If that is not possible perhaps it should be divested .
- The marina has been self sustaining for many years prior to thefunds being used for other county initiatives

Expansion/Increase Services and Amenities

- Add 10-15 serviced RV sites
- Expand service offerings - i.e. kayak, canoe, dinghy, launch/ramp fee
- A visible welcome hub, extra dockage with the gas dock and marina store. Small eatery with patio/shade.
- Expand East, move dock 5 on land to allow bigger slips for larger yachts, move day use between gas pums and coast guard, fence & gates at dock walk on entry to prevent public access to boats, RV or overnight camping fees for slip owner guests
- Have envelopes at the self serve mailbox for port Rowan boat ramp, to write your licence plate number on to put your cash inside the envelope. Then have someone come and check twice a day to make sure each truck and trailer has indeed put a paid envelope in the box. This has worked great for years and years at the Dunnville marina which I also use. Or there is no proof of who actually paid to launch. As it is now, I see almost no one pay, as there is no real proof of whose money is in there. Also, I see that the fee will be raised to $30 to launch. I think it should stay at $20 but

be monitored to ensure people pay. At $30, I believe that no one will use that ramp at all. It's $20 or even $15 to launch at the other local private marinas.

- port rowan- develop west side of marina with sea wall and relocate ramp with additional parking working with MNR. obtain or lease lot at boathouse restaurant to expand additional docking. add a pay terminal / visa, debit to secure launch/parking revenue
- Expanding Services/Amenities - only if they add revenue. That is the Revenue brought in by them is at a minimum enough to fully cover the costs of operating them. - as if not user fees would need to increase more to offset these
- Keep staff on after hours for ramp and gas and early morning.
- Missed opportunities to make money with things like food trucks, fundraising events, restaurant, etc.
- Port Dover marina could have a pavilion large enough to accommodate parties and special events. It could have a small water park for children. (Mecdonald's made their business very profitable building facilities for children) Parents go where there are facilities for children and spend good money. All marinas should have facilities for Kayak landing and similar water crafts. Also, the 1500 feet water front east of the marina should be developed as public sandy beach. My long term concern is that if the present owners of the present private beach in Port Dover sell the property, Port Dover will be a beach town without a beach.
- I think it would be a wonderful idea to encourage public and private donations to improve the Port Dover marina area and help pay for special events and festivals held at the site. Maybe start a Port Dover Waterfront Foundation. Also, accessibility for all should include viable transportation from downtown Walker Street to the Marina property. Passmore Street (the only road down into the marina has no sidewalks for pedestrians and needs those for safety). Many disabled individuals, those physically weak and unable to walk long distances and young children may not be able to get from downtown to the Port Dover Marina. I feel that in the vision of making Port Dover Marina accessible to all I think that during summer months a Tour Trolley going from Walker Street or Port Dover Harbour Museum over to the Marina would be a viable solution which wouldn't cost huge amounts of money. Many cities like Hamilton, ON and other european cities ,like Albufeira, Portugal use Tour trolleys to transport people through various areas of their cities. It adds a quick, easy and fun element of transportation for tourists and residents alike. Tour trolleys that I know of are free but a small fee could be charged
- The PDHM marina site is large, but is not used efficiently relative to other marinas that I know (e.g., the Portsmouth Olympic Harbour in Kingston). Easier public access would be a cheap, easy start to making the marina site welcoming, followed by, as a first step, the establishment of a food truck. Kayak and other small-boat

rentals would be a draw for locals and tourists. Outdoor entertainment is also possible. Once the public is coming to the area more often, the establishment of a "container village" with stores selling food, handicrafts and souvenirs could be tried

- Advertising
- Your hours at gas dock need to be open longer you make money at gas dock. Except transients not tell them we are full when we have tons of open slips that makes money. Run a marina event that you sell tickets for,Winter storage huge money use the whole area behind marina building
- Supporting programs for youth and adults to be able to use the marinas and join the Lake Erie sailing & boating community for exposure. In my experience, you kind of have to know someone with money and a boat to "fall in love" with the water, and what these marinas have to offer. So as our youth age, they may not be supporting the marina because they just don't know how to or that it's something they'd be interested in. Attending the PDYC Sailing School from age 10 - 18 introduced me to the water, and these facilities, and now I am a frequent user and slip owner. For the marinas to gain financial support they need to gain exposure to the young people who will be paying for it in years to come. Adding amenities such as a dinghy boat launch (close to the mouth so that small sailing vessels can navigate out of marina waters safely), small vessel land storage (under 18ft), support for the PDYC Sailing School and other potential programs such as Lake & open water safety courses, parasailing (could be a huge tourist attraction), windsurfing, etc are all water activities that are currently not accessible to the public because the marinas don't support the use of their land to host businesses (storage of material, etc.) similar to the sailing school. The sailing school introduced me to sailing, which I grew to love, and in my adulthood it is the BIGGEST reason I still reside in Norfolk County, for access to water. I want other people to be able to have that same experience and take advantage of Norfolk County's shoreline. So I believe it is Norfolk County's best interest to give residents the opportunity to learn about the water
- Fees to existing boathouse owners and slip leases should be brought into line with comparable private enterprises around the bay (acknowledging our rates shouldn't be the highest given we are a harbour not a marina with associated amenities). Boat launch fees should not exceed other places ramp fees, especially since Port Rowan Harbour's ramp is limited to smaller boats and has tight dimensions in its current location. Adding an option to pay by card, and a camera to entice compliance of payment, would definitely improve revenue. Perhaps even a gate arm system that won't raise until payment is made should be considered! Collaborations for events and multiple park uses should be encouraged, with rental of park property space being rightfully allocated to the Harbour. In Port Rowan, it should be recognized the the harbour area and the associated park land are a joint package, and really should

fall under Parks & Rec. Simple little "side hustles" could be established and generate revenue (without encroaching on local businesses) such as a live bait machine for the hundreds of people that fish off the pier, and maybe even one of those pay-to-use binoculars on the upper level parkette. (Side note - all staff involved in decision making for this should spend at least half a day in and around the harbour during the peak months to appreciate how active it is, and how it is being used, and more importantly acknowledge that it is actually used year round!) Given that the Port Rowan Harbour has been successfully managed as a money-maker in the past by a Harbour Commission of Port Rowan residents, I would encourage our County to once again consider a similar set-up of vested community members to help manage this property. The community doesn't want to lose this jewel to private interests, I'm sure there is more than enough incentive to see the County have this as a selfsustaining area! This is one area that is easily accesible by all age groups, and well used by all age groups. There is no discrimination of users, or their wealth or their status. We need more spaces like this, not less. Mental & physical health benefits need to be weighed - a happy populace is a healthy populace is a productive populace. And then there is all the tourists that are attracted to the beauty and tranquility and opportunities presented at the harbour! Ripple effects don't just happen on the water!

- growing marina ie - more slips
- Increase # of docks
- Outdoor boat/RV storage in off season
- The marina brings in a lot of money to local businesses. We also have many out of town guests on our boat from all over Ontario so thats a boon to tourism and at least one friend has since moved to Norfolk and bought a boat. The marina is being severely under utilized as tourist attraction. Make it more accessible. Offer free launching of SUP or small non powered boats. create a beach here
- I think there are significant possibilities of even greater impact,if other services are allowed within the boundaries of the marina.boat ,pwc,paddle board rentals would be one possible addition.

Reduce/Change Operating Model

- Reduce the seasonal staffing! Higher a few structured positions to complete the needs of the marina on a scheduled basis! Or Move towards a more co-op based labour model with the marina patrons. We put in hours of work for less dockage rates. 1 manager to coordinate a listing of jobs with associated credits. Replace the seasonal staff with volunteers. People who actually want to work at making our Marina an enjoyable place to be, and do the associated work to accomplish it! Not

hire all these kids that do nothing most of the day but sit around. I predict a 100K cost savings per summer in saved wages
- Make it part of the recreation department. No reason it stands on its own

Renegotiate Existing Agreements or Plans:

- Raise the lease rate for the property which Giles Marine Services sits on!
- Match fees of private operators
- Increasing fees to include excessive hydro usage by the larger vessels who are constantly (24/7)running air conditioning all season long. Renegotiate any long term written agreements (Giles Marine property, Bridge Marie Lift, Launch and Storage, Port Dover Sailing School)) to reflect today's prices
- Renegotiate current arrangements with companies such as bridge yachts, Giles. Giles lease expired in 2013
- a) You are going to lose slip renters due to the 25% fee increase for 2025 after a 20% increase following COVID. b) Have a detailed review and overhaul of your capital expenditure plan. E.g. continue arrangement for travel lift instead of buying a new lift in 2029 for $500,000. Main office building expansion in 2029 for $4 million? c) Reconstruction of Commercial Area in 2030 for $1.5 million? d) Wastewater system - suggest holding tank + pump outs to tanks

Alternative Governance and Operating Models

- Private investment NO; Private sponsorships YES Host special events or festivals only after the public/private boundaries of the marina property have been established Municipal corporation
- Allow the marina to be operated by a board of knowledgeable local citizens who are experienced in running a business, and knowledgeable of efficient marina operatIons. Utilize the property to include the non-boating public. A park, a dry beach such as Sugar Beach in Toronto come to mind. Open a trail from the marina to downtown to accommodate marina patrons and support local business.
- Contract managing to the private sector with periodic contractual oversight by Norfolk County.
- Incorporate them, have them run as a separate entity with Norfolk County as a majority shareholder with an annual dividend. Just like the way Norfolk Hydro was run

User Pay

- They should not be funded in any way by taxpayers dollars. User pay is the only way!
- I want to avoid a publicly funded marina that only rich people with boats benefit from. I don't think that is a responsible way to use tax payer dollars. It should only

continue to run if it is generating money, so if that means significantly increasing user fees, I am all for that.

Sale

- Sell them - let private business run them and add all of these features.
- Dock 25% increase is to high, gas price should be lowered a little, and sell port rowan marina to a private sector

PRHM

- Ensure that launch fees are collected at ramp before a boat enters the water. I'm certain the honour system is abused. Parking is normally included with launch fee. Another ramp would ease pressure during busy times. Offer services like bait, snack, drink sales. Fuel sales if allowed would be huge during boating season
- The Port Rowan marina offers no ancillary services to generate additional revenue, without which It will never be self sufficient (although is does breakeven operationally if you eliminate the $39,900 of interdepartmental change backs) So My comments are directed at the Port Dover Marina. Port Dover isn't being aggressively run like a business. It isn't marketed at all - it's only marketing is a link on a government website and looks institutional and boring. Absolutely nothing that would make you want to go there. Nothing to push it's competitive advantage (there is limited dockage in the area for larger sailing vessels. This should be a significant part of it's advertising but maximum draft isn't even mentioned). Opportunities to generate additional income also seem to be ignored. The marina does not offer power washing, detailing, waxing, mast stepping and un-stepping, or boat wrapping. These services are offered on site, but by Giles Marine. The Giles Marine lease hasn't had a rent increase for at least 12 years. As per the report, the tenant is overholding at the last annual rental payable under the lease. Budget indicates land and building rentals at $20,200 and increasing by 3.5% per year but t's unclear it this relates solely to the Giles lease. In addition to the revenue generators previously mentioned, they also provide boat storage in direct competition with the marina. The interdepartmental charges of $91,600 should largely be treated as revenue to the county. It beggers belief that the operation of the marinas require 1 FTE (salary + benefits $131,500) at the county administration level.\
- My father, <*Name Redacted*>, was on the County's PR Harbour Commission (actually I think he was the Chairperson) when it was disbanded. While he was involved there was a study done by Marina Management Services that was actually very insightful. The Harbour, it points out, cannot be expected to be profitable, but its importance as an asset to the town and whole County should be celebrated. I like the idea of seeing the PR harbour as a recreational waterfront park. I do not

agree the revenue from boathouse owners/boat launch uses should entirely offset the costs of running this park. It is used so widely by so many people - tourists, kids, people out walking, boaters, fishermen, walkers, people who go to concerts, people who go to the market or artists....I have been a not very active member of the group formed to save the PR harbour from being sold and I think they have a lot of good members with good ideas and expertise - please work with this group to increase opportunities for financially sustainable solutions to keeping the Port Rowan harbour a vital part of what makes Port Rowan and the Inner Bay so incredible. When community people work to save something they are invested in its success...so my fundraising idea is to make use of those people

- In my view the Port Rowan Marina is a waterfront park to be enjoyed by all non-boating residents and visitors without charge
- Specific to Port Rowan Harbour - the property should be referred to as a "recreational waterfront harbour park" which happens to offer a small passive marina, which provides some income towards the overall waterfront park. Due to the marina's limited size, inability to expand due to environmental concerns, and lack of amenities should not be viewed in as a profitable marina. On an annualized basis the marina should be able to break-even but it may be a challenge for it to generate enough revenue to cover all capital improvements. Refer back to your own 2014 commissioned Port Rowan Study by Marina Management Services which stated: under any scenario a profitable marina operation cannot be achieved. The County should treat the Harbour as a public park/recreational asset and accept that it may need some support for the taxpayer. Enhance waterfront tourism, build on the historic nature of the PR Harbour, add passive income opportunities i.e. bait, water sales, binocular rentals, etc. However, again the PR marina is limited by its size and the operational model

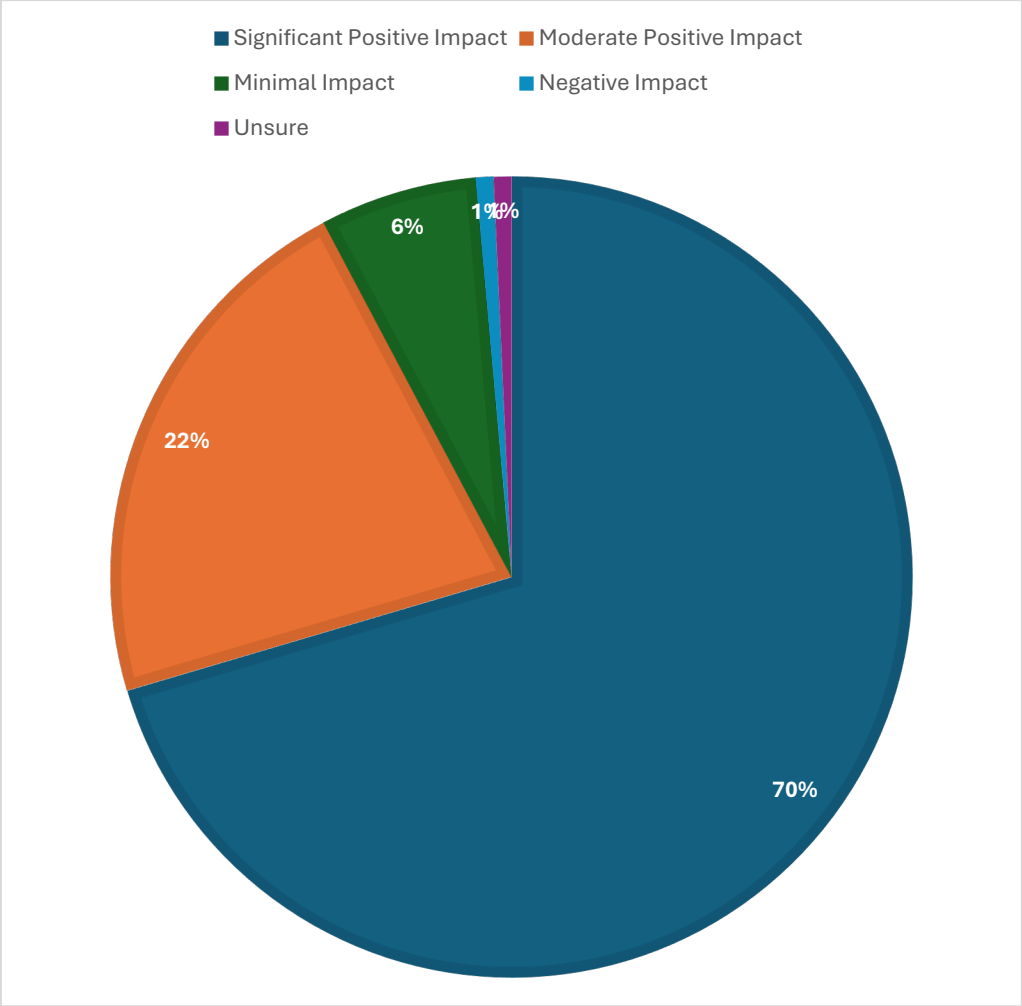
General

- I suspect that if you look at a successful privately owned marina you would come up with many ideas.
- yes - I will give you my report.
- Other municipally owned recreational facilities are funded through tax dollars such as libraries, arenas and ball diamonds. Why are the marinas the only recreational facilities that are owned by the municipality that are 100% user fee dependant
- I'm positive had someone representing Norfolk, in attendance of the Toronto Boat show where Minister Cho spoke, we could have gotten great ideas: “Boating Ontario is hosting the 2025 Waterfront Tourism Summit on site at the 67th Annual Toronto International Boat Show. With an emphasis on municipal marina development, shoreline infrastructure solutions and community engagement, the Waterfront

Tourism Summit promises to be an engaging and informative event for all municipal leaders seeking to expand their waterfront tourism while engaging local businesses

ECONOMIC IMPACT

7. What impact do you believe the marinas have on Norfolk County's local economy?



- Over 80% believe the marinas have a positive economic impact on Norfolk County

8. Do you have any comments on the impact Norfolk County's municipal marinas have on our local economy?

#8 COMMENTS SUMMARY: Marina Economic Impact

Tourism and Local Economy

- **Positive Impact**: Marinas attract both locals and out-of-town visitors, driving economic activity in nearby businesses (restaurants, grocery stores, retail).
- **Visitor Spending**: Boaters spend money on local goods, services, and events, contributing to tourism and creating employment.
- **Year-Round Activity**: Marinas, particularly in Port Rowan, serve as a hub for both summer recreational boating and winter activities like ice fishing, drawing diverse year-round visitors.

Boater Spending Behavior

- **Minimal Local Spend by Some Boaters**: Some boaters bring their own supplies, reducing their economic contribution to the local community.
- **Potential for Increased Spending**: More transient boaters and better amenities (e.g., short-term docking, improved facilities) could lead to more spending in local businesses.
- **Self-Sustainability Issues**: There is a concern that marinas may not be self-sustaining without increasing rates, which could drive away boaters who contribute to the local economy.

Marina Facility Quality and Improvements

- **Facility Maintenance**: Marinas, especially Port Rowan, are perceived to need more investment and improvements (e.g., clean channels, better docking). Poor conditions (e.g., weed-choked channels) discourage boaters and limit the economic potential.
- **Amenities and Services**: Suggestions for additional amenities (e.g., food trucks, shuttle services) and events (e.g., festivals) to enhance the visitor experience and drive more business to local shops and restaurants.

Local Resident Impact

- **Increased Competition for Space**: Some locals feel displaced by non-residents who use marinas, potentially affecting their access to local resources and space.
- **Local Support**: Marinas, particularly Port Dover, create a sense of community and attract residents who actively engage in local businesses and services.

Economic Viability and Pricing

- **Price Sensitivity**: Increases in marina fees (e.g., 25%) are seen as detrimental, potentially reducing the number of boaters and their economic contributions. Many boaters are concerned that high fees could push them to seek alternatives outside Norfolk.

- **Comparative Pricing**: Suggestions to align marina pricing with other regional facilities to remain competitive, especially since many boaters come from the GTHA (Greater Toronto Area).

Marinas as Economic Drivers

- **Spillover Benefits**: Boaters and their guests bring significant revenue to local businesses. The presence of marinas also attracts tourists who enjoy the aesthetics and recreational opportunities provided by waterfronts.
- **Increased Tourism Potential**: Expanding marina amenities and promoting waterfront activities could further boost tourism and local business, especially if there is more collaboration between marinas and local retailers.

Marina Locations and Accessibility

- **Port Dover and Port Rowan**: Port Dover is viewed as a key economic asset with high visitation and strong local business support. Port Rowan's marina, while smaller, also draws significant tourist traffic but requires better access and infrastructure to realize its full potential.
- **Location Issues**: Some marinas, especially Port Dover, are seen as somewhat inaccessible to downtown businesses, limiting direct spending by visitors. Improved connections (e.g., walkways, shuttle services) are suggested to alleviate this issue.

Summary:
Norfolk County's municipal marinas play an important role in promoting tourism and supporting local businesses, with boaters spending money on food, supplies, and services. However, challenges like marina maintenance, high fees, and limited amenities impact their economic potential. While some marinas contribute significantly to local economies, improving facilities and amenities, and aligning prices with competitive offerings could increase their sustainability and economic impact.

#8 COMMENTS RECEIVED: Raw Data Responses on Marina Economic Impact

- They are a useful tool in promoting tourism in our County but they need to be self sustaining.
- Boaters are generally not spenders in the local economy. If they are from out of town, which a significant number are, they tend to bring their own food and supplies. We should look at comparable marine facilities, Hamilton, Lake Ontario etc. and be priced accordingly. Upping the pricing benefits the local private marine operators as the publicly owned facilities set the benchmark pricing
- Turkey Point Marina has a far greater impact on the local economy due to its size and amenities, notwithstanding its lack of a customer service focus.
- While they do bring some visitor revenue, they are largely used by county residents so this impact is minimal. The contribution to the general revenues is the primary impact

- I think that the Port Rowan Marina has a minor effect on the economy - with the nearness to a stores and restaurants, however, there a limited slips available to rent. I think the Port Dover Marina, is in a awkward location - and not conducive to accessing the local businesses - not much opportunities to contribute to the local economy.
- Current state of Port Rowan marina especially at the beginning of the channel choked for the most part with weeds makes a boater hesitant to head to Port Rowan. I believe it is moderately positive with the potential to be a significant positive impact!
- Currently very little. With some additional short term dockage and collaboration with local restaurant and shop keepers offer shuttles to down town.
- Likely much less then you think it does. Boaters are notoriously cheap and dont go downtown and spend money like most think they might.
- The current clients already live in the area. New transient boaters would bring in new money
- Local residents are pushed out by non-county tax paying residents.
- Port Rowan is a beautiful town. Needs money spent on the marina to make it more inviting!!
- I as a boater spend a significant amount of money in the local businesses as I stay on my boat 4-5 days per week and go grocery shopping, beer store, liquor store, restaurants Bridge Yachts and Stoney's etc. since you are increasing your rates 25 percent you leave me no choice but to look elsewhere to keep my boat and spend my money. Thanks for the memories!
- The boaters at PDHM support not only Port Dover but also Simcoe businesses for groceries, restaurants, supplies and boatmaintenance.
- A good protein of people are from out oftown and come here bringing cash. They also bring in friends and family to enjoy the marine and spend more moneyi town.
- We often go for dinner, groceries, and join festivals during the summer months that we use our boat
- The marinas bring in many out of towers that visit local restaurants and stores. They also bring friends and family of slip holders.
- The marina patrons, visitors and residents frequent shops, tourist attractions, restaurants and events. Seeing the marinas, boats and waterfronts are a huge draw for the local economy
- Most people that have boats in the marina are from out of town. However, they shop locally, they go out for dinner and socializing locally, and when they have guests, they take the guests out sightseeing and dinner, etc..
- Boaters spend money in town at restaurants, stores, groceries, gas, marine & hardware stores, bring visitors to do same, etc. Provides employment.
- Spend money in town at restaurants, stores (grocery stores, hardware, marine, etc). Bring visitors who also do the same. Money is also spent at the gas docks & pump outs. Winter storage.

- Port Dover significant; Port Rowan moderate
- Boaters and their guests support local businesses and restaurants. They shop locally and contribute to local events and initiatives.
- Should be obvious. Look at guest list # number of day boaters, set up traffic counters in summer, pizza deliveries to marina, ask Bridge Yachts
- We live in Hamilton but we spend a lot of time and money in Norfolk County and we spend a lot of money outside of Harbour Marina where our boat is. We frequent restaurants, we buy most of our groceries in Dover and Simcoe, we constantly buy fresh fruit and veggies from places like Matz Farms and other local fruit/vegetables suppliers, we attend
- many local events, we buy fuel for our vehicles in Dover mostly, & we had plans to keep spending our money in Dover as we spend every single weekend during boating season in Dover and visit often during the off season, etc.... But with the Marina rates hiking up this much we unfortunately are going to have to take our boat out of Harbour Marina and Norfolk all together as we have been priced out therefore all the money we spend outside of the marina to support local businesses will also be spent somewhere else. Our rates go up some every year as it is and this kind of rate hike is unacceptable. I am sure
- there are many others in the same position as us and I am sure the impact of this will definitely hurt Norfolk County with this price gouge. Very sad for us to have to pull out of Harbour Marina.
- The Port Dover Harbour Marina brings visitors to the town. It is a very significant
- Boaters spend money in the towns the marinas reside in
- -where do the marina tenants come from? the city? boating within long point bay is a desirable destination as their are few hazards and is relatively protected from adverse weather, docking fees could be increased to match other private marinas in the area. i am sure tenants come from the GTHA to dock their boat on the warmer Lake Erie, a comparison of GTHA docking fees should be considered
- Boaters utilize local marine repair facilities, buy parts and fuel, patronize the local businesses such as groceries, fuel for
- their vehicles, restaurants, the Lighthouse Theatre, hardware stores. They are essentially three season residents; the same as cottagers and in many cases permanent reidents who winter elsewhere.
- With proper amenities and a maintained channel it is my personal belief that locals and visitors alike will visit more. No slip would go unfilled. An activity my family and I call 'harbour hopping' is great fun on lazy afternoons. With adequate boat docking I believe businesses would get a lot more walkins from the harbour, restaurant business would improve
- Tourism, shopping ,supplies, repairs, local businesses involved with boating
- I’m not sure for the port Dover marina, but as for the Port Rowan one, it’s the whole reason people even come to port Rowan to support the local businesses, and shops etc

- The Port Rowan marina and park has thousands of visits a year and I am sure the Port Dover one is the same . People come to PR and spend lots of money in Town . These parks make money why not look at other parks that cost money to operate. IE the soccer park in Simcoe is huge and must cost a fortune to operate
- Port rowan- Is more of a park than a marina used by all residents. the Harbor is vital to the Fire department for water supply and rescue training, vital to the Opp, for base station for marine unit use such as Pottahawk event. The harbor is also used by ministry of fisheries and oceans, MNR and the coast guard
- Keep in mind it's only seasonal revenue, largely influenced by today's present economy and the weather
- more slips, nice clean taken care of area = more events ie - concerts etc = more $
- Locals have had access to the areas our ancestors travelled all their lives for free. We are more than willing to pay a fee to launch our boat. There is a drop box in Port Rowan to put your fee. I do not believe that most people actually put in the fee. Maybe a gate that opens when you deposit your money and a card for people to use that have a boathouse there already. Or someone is going to need to be hired to take the required amount
- The population of Norolk increases substantially with fisherman, vacation rentals, local wineries, rrestaurants, festivals, breweries, local farmers roadside produce, pick your own farm fruit. You need to advertise more. Owned a mobile home at former Booths for 40 years. Still take a ride. Buy corn, pick cherries, buy meat etc
- Bring substantial business to the surrounding shops, restaurants, hotels, wineries etc. Marinas also pay local taxes.....marinas are vital to the area. And when prices increase by 25% in one year for the users/payers.....you are going to see significant decrease in slip rentals and less money for Norfolk. I will not be coming back with those increases, and all my boating neighbours are the same. They are shooting themselves in the foot with this increase.
- The federal government built the PDHM to support recreational boating and boost tourism in our area. Boaters & visitors support local businesses thereby driving our economy.
- The Marina not only is used by local residents like myself but also brings people from out of town who ether dock all year or
- come once in awhile. Also has many Transient slips for people traveling from the USA. All of whom spend money in the town. The Marina for creating local business who specialize in boating IE. boat mechanics, boat sales, boating supplies
- There is much impact with boater and family of boater visits.
- They bring revenue to the towns that they are located in. People want to come look at boats. People like the thought of owning a boat. They stay for the day. They eat at local restaurants. They are very impactful to the towns they are located in.

- We know a lot of people with larger boats in the marina. As a group, we attend restaurants, coffee shops and local retailers. The increase in marina fees this year has put a large dent in our wallets and we will rethink eating at restaurants and will be more self sustaining, bringing groceries from home and eating on our boats. Instead of supporting local marina retailers, I will now shop on line and ensure I get the best pricing with next day delivery instead of supporting local and paying a little more.
- The Port Rowan Harbour is a drawing point to Port Rowan tourism. Any given day when I am down there I meet people from all over the world. Without the Harbour we don't have any recreation activities in Port Rowan and would loose our identity
- Being the only free excess to the bay. It is a great draw for vistors. It is use a a park, recreational, fishing, sight seeing, photographers, picnics and market. I walk there daily as do many others. There are many visitors enjoying the beauty of the bay.
- Norfolk's waterfront is a destination point, which translates to increased revenue to our local economy.
- Ot would be great to try and bring local business into tbe marina. Even a small mercantile to sell basic items
- Port Dover Marina has a positive economic advantage to the area as well as an aesthetic appeal to the area as waterfront seems to draw tourists who spend at local shops. I do believe that soon Port Dover's population will rise dramatically and summer downtown Walker Street beach attendance will increase in an already people packed area. This could easily jeopardize public health and safety. Encouraging the movement of people from downtown congestion over to the suggested walkways and sitting areas of Port Dover Marina property would be a great idea in alleviating some of this problem. Having a Tour trolley would also help in this situation. Maybe funding from Norfolk County's Community Grants Program would assist in covering costs of operating the Tour trolley for summer months
- Many local businesses would feel the effect if the Port Dover marina was to close . I assume the same for Port Rowan
- Tourism brings money to private business when properly managed
- I do not know the statistics, but I am drawn to the Port Rowan marina, and other private marinas in the region, because of the restaurants that they host. The setting for them is a strong draw. The very unwelcoming nature of the PDHM acts against its impact as a tourist draw, as does it general inaccessibility.. there is limited signage directing tourists, nothing to do when they get there, and no way to easily walk from downtown… the construction of a walkway along the east side of the Lynn River from the bridge to the Federal Fisheries area, with prominent signage, would increase public traffic

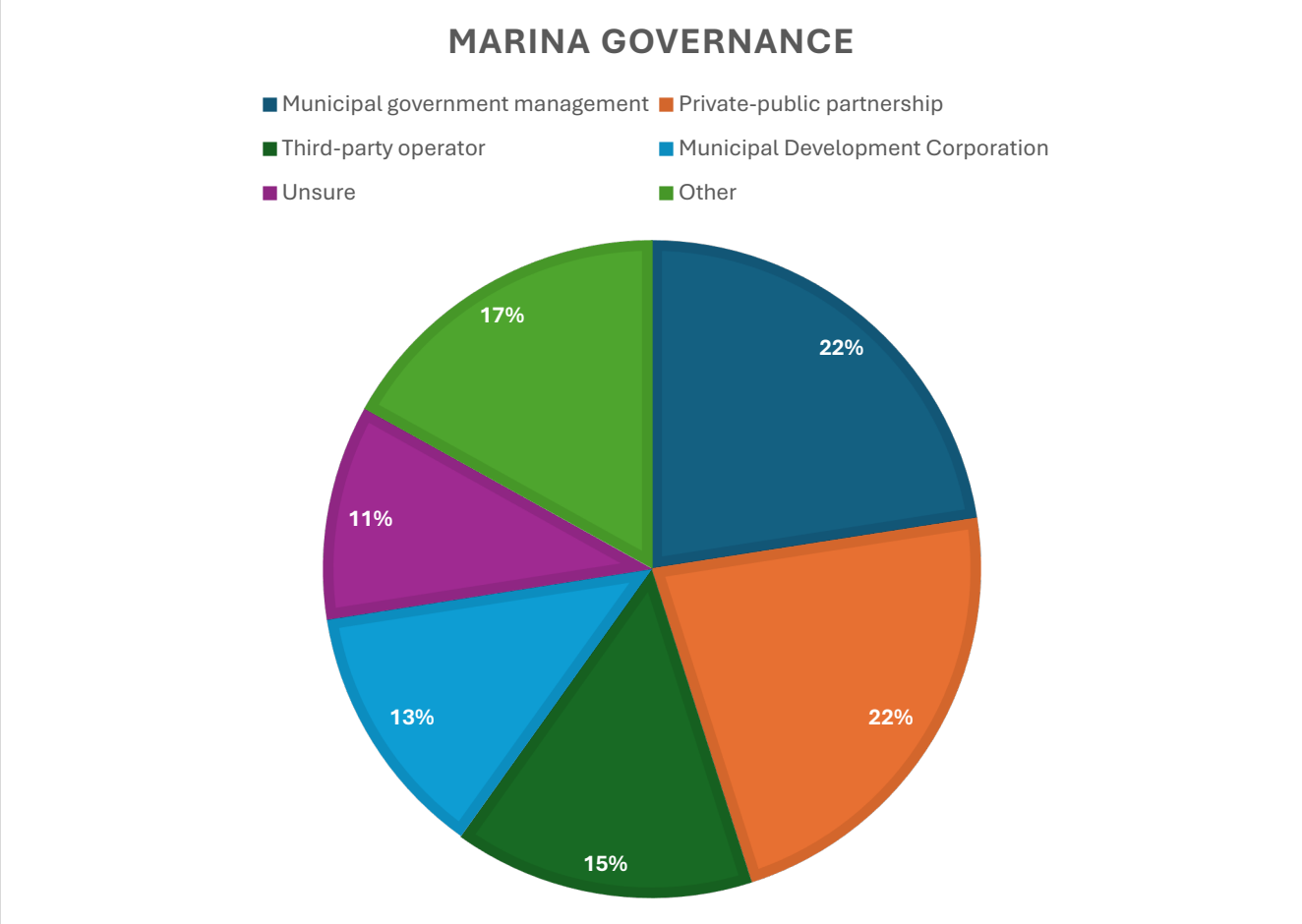
- Port Rowan Harbour is want gets people to move here or buy a property here. It makes this place unique, aesthetic, historical and interesting. The businesses on Bay St. and in the area are indirectly supported by the harbour through drawing people here. The park/dock/boat houses are a significant tourism draw to the area. Ice fishing, recreational activities like hunting, concerts in the park, the market, the view…these things feed money into the local economy and they are all being undertaken in the Port Rowan area because of the harbour
- Boaters bring their food , booze etc… when they stay at the marinas. They contribute little if anything to the local economy . The sleep, eat and drink on their boats.
- The Harbour marina park provides water access that is enjoyed by many. It draws visitors to our community
- It is the biggest draw for Port Rowan, people love to visit and sit by the bay. This brings $$$ in to support local businesses. The harbour was one of the biggest draws for us moving here 3 years ago
- Port dover marina is a profitable marina year after year . The town profits off the marina users and there guests that support your local business In Port dover
- Boaters visit local restaurants and businesses
- The PDHM creates enormous spin off economic benefit to Port Dover. Patrons come and stay in Port Dover every weekend, supporting local shops, restaurants and merchants.
- I believe Norfolk County is one of the few locations someone can dock their boat south of the 403, and if we increase the marinas value by adding amenities that give you better access to the water and different water activities (dinghy sailboats, youth dinghy racing, windsurfing, parasailing, etc) we then become the ONLY marina on Lake Erie to offer such unique opportunities. These amenities are the norm at marinas in the GTA, and if Norfolk County continues to not offer an opportunity for me to store a 14ft sailing dinghy on land and walk it into the water down a ramp, I may be moving to somewhere that does offer that in the future. Thats a huge portion of my purpose in life not possible right now in Norfolk County, as I know many others graduates from the sailing school who feel the same way. We have so much opportunity for tourists to vacation in Norfolk County in the summer, and many wineries and breweries and fantastic small businesses to visit, but I believe we are lacking in activities and summer sports to offer. Increasing this would help further drive our local economy
- Tourism is huge in Norfolk Country. We are there every weekend because of the Private Marina our boat is at. They bring in a lot of money to the small businesses. If the township isn't going to take better care of Port Rowan though it should be sold off. We can't even get our boat in there it has been let go so bad. The township should be embarrassed

- Port Rowan Harbour is a recreational hub for our small town. It is important to locals and it is a huge draw for tourists. Ask people who have recently moved to town, and the majority will say the harbour was a key drawing factor in their decision to choose Port Rowan. Better boat accessibility/parking options would only be positive for our downtown core. More slips are needed for boaters that want to come into the harbour to spend some time shopping and eating locally. The current lack of those slips (lost from years past) hurts the local economy, even though forcing them to other docks that are more welcoming doesn't hurt the County's economy (given that they go to Turkey Point, Port Dover, etc instead). It should be noted that our harbour is also busy during "hard water" season as a hub for ice fishing enthusiasts. We truly are a year round port! Supporting the use of the area from both "land and sea" can only have positive economic spin-offs.
- If more amenities were offered at the marina ie taxis into town, food trucks, pool, festivals on site or in town then boaters could bring $$$ into port dover economy.
- Port Rowan is a recreational waterfront that is heavily used by locals and tourist alike; the Harbour draws people to move to and/or visit the community; the downtown core business area and harbour are interdependent to each other; harbour is utilized by the fire department, OPP, MNR, coast guard and Ministry of Fisheries and Oceans; the harbour is used for ice fishing in the winter and recreational boating, fishing and hunting at other times of the year; all these activities support the local economy
- Yes retail and food service are impacted directly through their renters Resident who have boats should be granted discounts non residence should pay greater user fees
- Municipal marinas are part of Norfolk and could be considered a staple in our communities. These marinas create revenue for Norfolk County, employ residents, and support recreation.
- Many moved here with boats now in the marinas. People that they bring out on their boats (family, friends) come here and use our local stores, restaurants, etc. The waterfront is one of the biggest attractions here. Without the boats + marinas much less attractive to visit here.

MARINA GOVERNANCE

9. Which governance model do you believe would best support the long-term sustainability and success of the marinas?

Municipal government management	32
Private-public partnership	32
Private Management by a third-party operator	21
Management through a Municipal Development Corporation	18
Unsure	15
Other	24



- No consensus
- 50% would support PPP, Third Party Operator, or MDC
- Other: strong advocacy for advisory boards for each marina.

#9 COMMENTS SUMMARY: OTHER Responses on Marina Governance

Municipal Management:

- **Local Involvement:** Many respondents favor municipal management, as it ensures local control and community input. Suggestions include hiring seasonal staff under the supervision of experienced managers, consulting with local marina owners, and involving advisory boards.
- **Public Ownership:** There is strong support for public ownership of marinas, especially the Port Rowan Harbour, with a focus on retaining local knowledge and community involvement. The marina should remain a public asset, managed with the input of local committees such as the Port Rowan Harbour Committee.
- **Financial Management:** A key concern is better financial management, with suggestions for reinvesting marina revenue into its upkeep rather than taking it out. Some advocate for a dedicated governance structure that keeps revenue within the marina for reinvestment.

Advisory Board Models:

- **Community and Expert Involvement:** Several responses propose the creation of advisory boards, with a mix of community representatives, local experts, and municipal staff. These boards would work alongside marina managers to ensure decisions align with community needs and economic goals.
- **Port Rowan-Specific Board:** There is a suggestion to formally recognize and involve the Port Rowan Harbour Committee, which already has valuable expertise and is committed to the marina's success.

General Suggestions:

- **Independent Operations:** Some respondents suggest that marinas should be treated as separate entities with their own financial control, allowing them to operate more efficiently and generate revenue without interference.
- **Harbour Master:** The reintroduction of a Harbour Master to oversee operations and enforce financial discipline is also recommended.

Sale of Business Operations:

- **Privatization:** A few respondents suggest privatizing marina operations, where Norfolk County retains ownership of the waterfront lands but sells the marina business to a private entity. The private owner would assume responsibility for operations, capital improvements, and costs under a long-term lease agreement. This model would generate revenue for the County while allowing for private sector expertise and investment.

Key Messages:

- There is strong support for maintaining public ownership of marinas, especially for preserving local control and community engagement.
- Advisory boards, involving both marina users and local experts, are seen as a vital part of governance.

- Improved financial management and reinvestment of marina-generated revenue into its operations is crucial.
- Some respondents advocate for privatization to alleviate municipal burden and ensure efficient management.

#9 COMMENTS RECEIVED: Raw Data OTHER Responses on Marina Governance

Municipal Management:

- I believe that municipal government mangement would keep the local voice involved as I commend that council listened to concerned citizens in their decision to retain ownership. Student hires would help to cover the busiest season under the supervision of a senior manager with marina experience. Consultation with successful local marina owners could be a big asset. Everyone local wants this project to succeed
- Due to location and restraints within the Long Point biosphere, it will require Municiple management to work with the MNR, working with associations such as lions or port rowan Harbour committee and lease holders
- I believe it is already managed properly it just needs to be better managed financially. The Revenue the marina made over the years never should have been taken a=out of the marina and instead put into the upkeep of the marina. THIS IS TOTALLY PAST AND PRESENT MAYOR AND CONONCULES FAULT
- I feel that the County needs to have a vision for the PR harbour before they consider a governance model. This vision needs to incorporate the tourism, heritage, community benefits of the harbour. But I strongly feel the PR harbour, dock, and park should be in public ownership - owned by all - not private or corporate ownership.

Advisory Board:

- There should be a Marina Advisory Board composed of a representative from each dock as well as community group such as the Waterfront Preservation Association. This Board can then work with the Marina Manager to create a plan and provide input with respect to boaters needs as well as making the marina a welcoming community attraction.
- Municipal government ownership with a governing advisement board
- I feel a governance model made up of truly interested, knowledgeable, and committed individual representatives from public, private, non profit environmental group, accessibility group, Norfolk County, and municipal government
- It should be structured along the lines used when the County assumed ownership from the federal government. However, it should have one member of Council and one willing senior staff person. The remaining members need to be knowledgeable

about marinas and boating in order to render informed advise. All members of the public should be voluntary

- I am not in favour of any private participation in the management if that involves the siphoning off of "profit". Having a professional manager with the appropriate expertise would be good. Importantly, there must be municipal and public involvement in any oversight board or committee. The public members should have knowledge of marina issues; some might have a vested interest (i.e., they are slip renters), but others should come from the general community with unbiassed independent ideas
- Combination of a community volunteer board and county staff
- Create a "marina knowledge board" like at Port Dover Yacht Club.
- A PDHM Board of Management that consists of equal number of Norfolk Staff and marina patrons. This Board would report directly to Council. This would ensure that the desires of the patrons are balanced with the County staff's input on municipal procedures and budgetary requirements
- If we could go back to a volunteer Port Rowan Harbour Commission I believe they could run the Harbour the way it should be. When Norfolk County took over the Harbour Commission had a surplus of over $100000, we had a harbour master who looked after the harbour
- Create a sub committee for the Port Rowan harbour. The Port Rowan Harbour Committee that is currently set up, just make them official and work with them closely. They are the experts and are very willing
- Port Rowan specific - utilize the expertise and commitment of the Port Rowan Harbour Committee as an advisory board to oversee the operations and to work in conjunction with the County; develop a 5 to 10 year vision for the harbour with the community
- A vision for the waterfront harbour park that we actually are in Port Rowan needs to be determined to confidently decide the best practice for governance. I would like to see the County continue to hold control of managing Port Rowan harbour, but make use of the local knowledge base willing to offer them insight and guidance. Please acknowledge the Port Rowan Harbour Committee, and allow them to share their expertise. They are capable and it won't cost you anything!

General:

- The governance model should be one which permits management to be responsible for staffing, creating budgets and having full financial control.
- Bring back the harbour master to over see issues that are needed for best economic spending . Plus enforce regular payments at the boat launch to help increase lost funds
- Any model that leaves money generated by the marinas with them . The marinas should be treated separately and run independently.
- You need someone who understands money making marina. Less staff that stand and sit around doing nothing that hurts your bottom line
- HOPA

- I don't want to pretend I know what the implications of each of these are, but whatever method continues to keep OWNERSHIP and full control in the hands of Norfolk County and our tax payers with the added potential support of a private entity to bring in opportunities is ideal. As long as the sailing school stays, and other amenities can operate similarly to the sailing school offering different activities, learning and exposure to the water for the public then I support it. The worst case scenario is that we lose control over any of our public shoreline to further decrease public access to the water and water activities

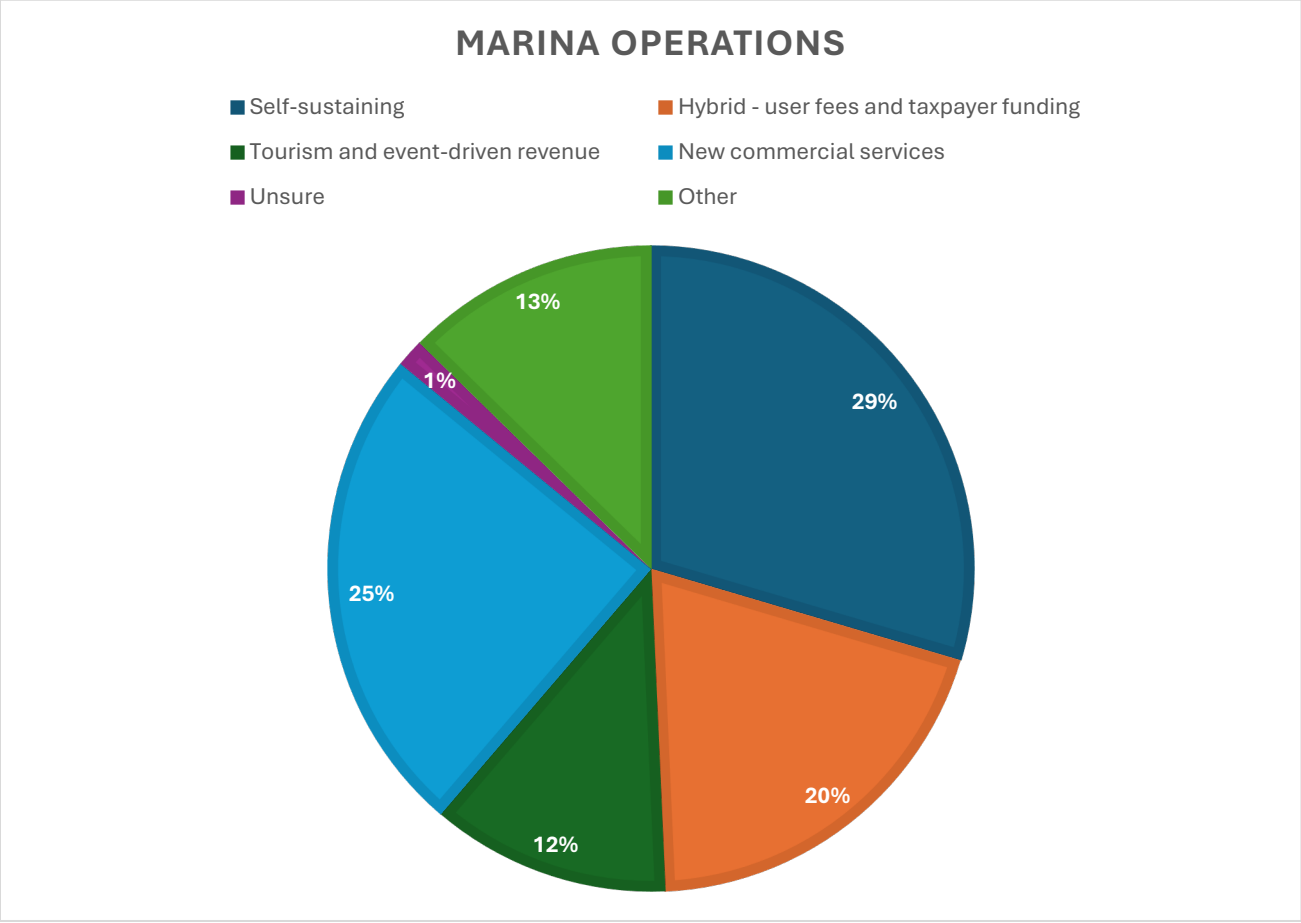
Sale of Business:

- Sale of business operations Norfolk would sell the marina business (including all goods, chattels and capital improvements) to a private interest, but retain ownership of the waterfront lands; Would require the execution of a long term leasehold agreement with the new business owner, which doesn't involve the county beyond what it would with a freehold property owner (planning dept., building permits, etc.). Otherwise, it would be relatively hands free. Term has to be long enough to not only allow the business owner to recover any capital expenditures but to profit from them before the lease runs out (this is why the 407 deal is 99 years – as a result the roadways are well maintained and the system continues to be expanded). In addition to the purchase price, the tenant pays all operating costs, capital costs, and property taxes (or equivalent). Lease rate set at a % of vacant land value and reset every 10 years on the same basis. As the property owner, the County may be responsible for managing and maintaining some elements of the waterfront to ensure the marinas can operate. This allows the County to eliminate marina capital and operating expenditures and generate revenue from the sale of the business, lease of the land, and ongoing property taxes, while retaining municipally owned waterfront property.
- They should probably be sold off to a private company. The township just isn't doing it's job. With the Money brought in on tourism and to local business the township should either spend more or sell

MARINA OPERATIONS

10. Which operating model do you think would most effectively ensure the financial sustainability of the Port Dover and Port Rowan Harbour Marinas?

- 29% Self-sustaining with user fees covering all marina expenditures and any surplus placed in a marina reserve to cover capital expenditures
- 20% A hybrid model with a mix of user fees and municipal funding provided at taxpayer expense
- 12% Increased investment in tourism and event-driven revenue streams
- 25% Introduction of new commercial services through public-private partnerships (e.g., retail, dining, boat rentals)
- 1% Unsure
- 13% Other



- No consensus
- Other responses summary:

#10 COMMENTS SUMMARY: OTHER Responses on Marina Operations

General Support for Multiple Models:

- Several responses indicate that a single operating model may not be ideal. Instead, **hybrid models** combining elements of self-sustainability, commercial services, and tourism investment are seen as the best option. Respondents suggest blending **user fees**, **commercial services**, and **tourism-driven revenue** to maintain sustainability while also increasing exposure and profitability.

Self-Sustainability & Funding:

- Many responses emphasize the importance of **self-sustaining** operations, with recommendations for specific revenue-generating initiatives, such as introducing **boat rentals**, **food trucks**, and **fishing areas**.
- Suggestions also include using **debenture financing** for major capital improvements (e.g., dock resurfacing) and **reinvesting user fees** into marina upkeep.
- Some respondents advocate for the **municipality providing short-term loans** for unexpected expenses, to be repaid through future cash flow.

Vision and Community Involvement:

- The **vision for the harbour**, particularly in **Port Rowan**, is highlighted as critical before deciding on an operating model. Several responses call for a clearer long-term vision that incorporates **community involvement** and collaboration with local groups such as the **Port Rowan Harbour Committee**.
- There is support for reviving past community governance structures, such as the **Port Rowan Harbour Commission**, to manage and guide marina operations with local expertise.

Specific Recommendations for Port Dover & Port Rowan:

- **Port Dover** is seen as financially stable, with the suggestion to focus on **improving marketing** and adding **event-driven initiatives** to increase revenue. However, there are concerns that increasing user fees may alienate current customers.
- **Port Rowan**, on the other hand, is considered less profitable and may require **additional staffing** or a more **voluntary** management model in the short term until improvements are made.
- Some responses suggest **dividing Port Dover and Port Rowan** as separate entities, given their differing financial situations.

Commercial and Tourism Integration:

- Respondents suggest using **commercial services** and **tourism events** (e.g., hosting weddings or creating multi-purpose spaces) to boost the financial sustainability of the marinas, especially for Port Rowan.
- There is also support for making marinas more accessible to the public and diversifying revenue streams through **new services**.

Concerns and Further Clarification:

- Some respondents emphasize the need for **more information** on the potential models, including a clearer explanation of the pros and cons and the intended long-term goals.
- There is concern that increasing user fees could lead to fewer customers, reducing profitability in the long term.

Key Messages:

- A **hybrid model** combining self-sustainability, tourism, and commercial services is most commonly recommended.
- **Community involvement** and local expertise, particularly through groups like the Port Rowan Harbour Committee, are seen as essential for success.
- The need for a **clear long-term vision** for the marinas, particularly in Port Rowan, before deciding on an operating model.
- **Financial sustainability** through smart management, user fees, and new services is key, but it should not drive away current customers.
- **Separate management** for Port Dover and Port Rowan may be necessary due to their differing financial needs.

#10 COMMENTS RECEIVED: Raw Data OTHER Responses on Marina Operations

- All of the above
- All of the above. Like many marinas in the area this harbour could make money. If it requires a boost from the local tax stream because of unexpected expenses, money should be leant instead of given for a short term until it can be recovered through cash flow
- I'd suggest "self sustaining" BUT why must we choose only one model? The marina proper can be self sustaining but the surrounding property can be used for new commercial services and investment in tourism and event driven revenue streams. Essentially 1,3 and 4.
- The ability to select only one option is a bad way to design this. I think that some element of the middle three options (hybrid model, tourist and event investment, and commercial services) could be utilized to finance the necessary (and overdue) maintenance and up-grading.
- Again, I think that the vision for the Port Rowan Harbour comes first but I see so much overlap in these choices that it was too hard to pick just one. In the past the County had a Committee of Council, the PR Harbour Commission, which watched over and managed aspects of the governance of the harbour - this was good! It could be revised and reinvigorated in a new way but with a similar result - community involvement and expertise. Then, user fees should be in a separate account so that they can be reinvested into the harbour, along with tax payer money

(just like in any other park) is used to do improvements or maintenance, and tourism and grants should be investigated to add to the quality of the park. So the operating model could be one of Norfolk County playing a significant role as owners of the property both in funding and support, but, in addition a local group like the PR Harbour Committee (who really care about the PR Harbour and the town) making sure it all comes to life. The vision for the harbour park/dock area needs to be worked out and agreed upon by all first.

- a) and d)
  i) Debenture financing with payments amortized over the lifetime of major capital expenditures, like dock resurfacing
  ii) Make marinas more accessible to the public. Remove "members only: sign and replace with "visitors welcome"
  iii) Maintain clean public washroom
  iv) Food truck
  v) Boat rentals
  vi) Fishing area
- A combination of a hybrid model (increase user fees and add more user fee opportunities by allowing summer land storage), and the introduction of new commercial/tourism services similar to the sailing school, offering more exposure to water activities
- The first option with the following additions: - reserve studies to be done every 3 years on a 20 year horizon (similarly to how a condominium corporation operates) with any excess revenues submitted to general revenues. Capital projects are restricted to sustaining the asset regulatory requirements. Any capital improvements require a business case showing both payback periods and profitability improvements.
- If a multi- purpose building is located on site, it could become a wedding venue, restaurant, meeting hall, business development Center and also be the draw for transient boaters
- Port dover marina makes money and could make alot more if run properly and adding events at marina. Port Rowan is not profitable so i guess get rid of it or fix it that it is profitable
- The marina is a rec center like all other subsidized recreation centers in Norfolk. The marina is not a private club as suggested. It is available to all. With proper marketing it could be better available to all. Remove the no trespassing signs as they are ridiculous. The point the CAO made that users can not use the marina outside certain hours is in line with all centers in Norfolk. We can't walk into the library at all hours of the night, just like the marina. The fact that it is the only center held to a higher standard is prejudicial. Unfair repeated user fee increases will only drive

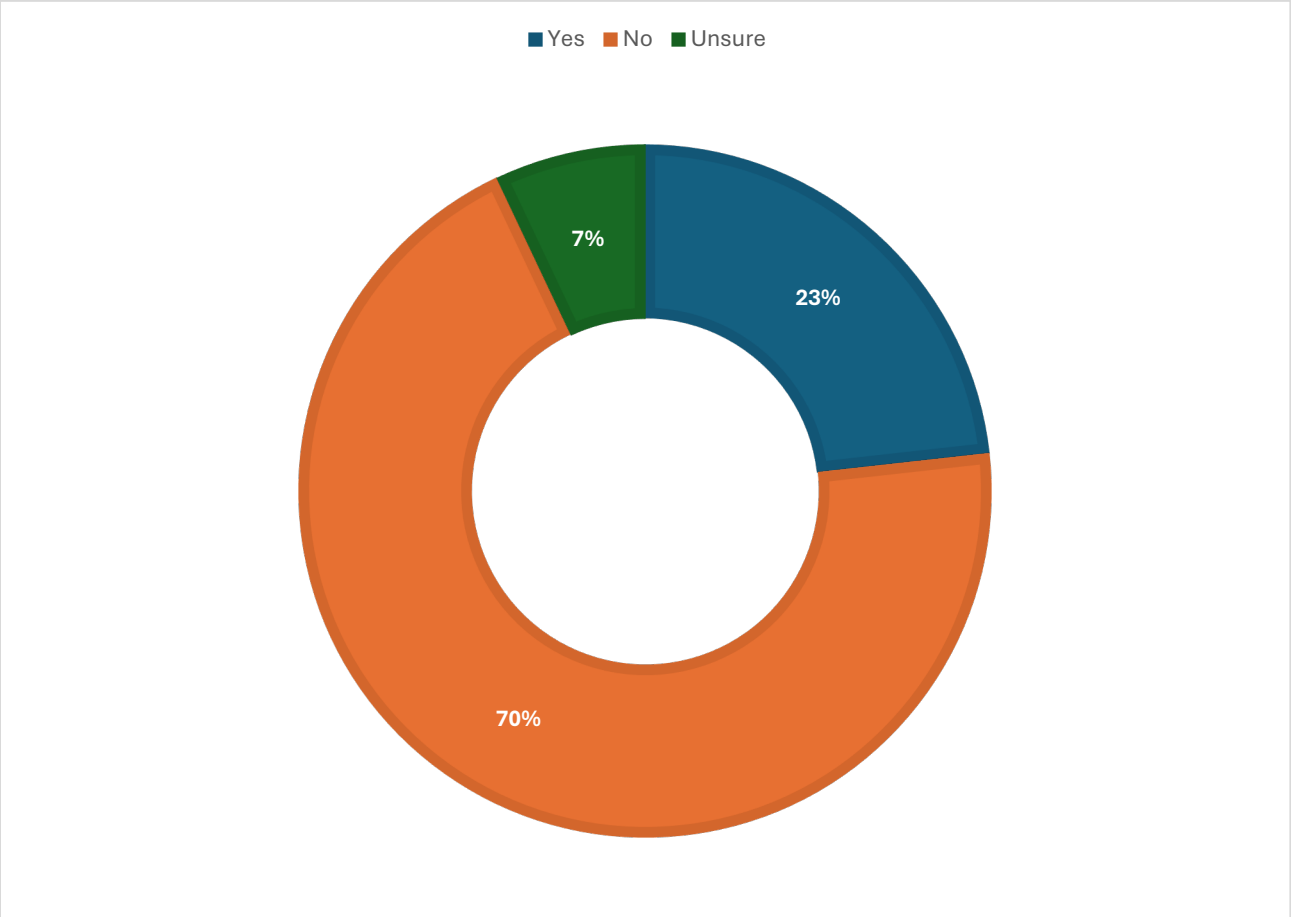
away boaters, resulting in less operating overages if not net losses. Fair municipal funding should have always been in existence

- There is no possible way to ensure both are financially stable they should be considered two different entities instead of grouped as one. Port Dover is already finically sustainable. The increase of user FEES is just going to drive out the customers you already have!
- They should remain municipal since it is our municipal governments job to attract tourists and business to our communities. Don't forget that the docks and boat houses attract people and making it easy for boaters to dock supports our town which in turn pays the taxes. I really believe our municipal government is extremely short sighted. Ps we have an excellent optometrist in town that could help council with their short sighted issues
- The Port Rowan marina needs a full staff. Because it is loosing money at this time it should be voluntary
- More information, and a clearer vision, needs to determined before a decision should be made. Better explain the options, the pros & cons, and what exactly you hope to achieve. Again, work with the Port Rowan Harbour Committee to find a solution unique and suitable for Port Rowan.
- Norfolk County needs to first determine the long-term vision for the Port Rowan "recreational waterfront harbour park" before determining a governance model. Recommend that Norfolk County work collaboratively with the Port Rowan Harbour Committee to select the preferred governance model which may be very different from the one selected for Port Dover.

BOTH MARINAS

11. Should both Norfolk County owned marinas have the same governance and/or operating model?

- 23%Yes, they are both Norfolk County marinas
- 70% No, Port Dover and Port Rowan are distinct marinas and require different considerations
- 7% Unsure



- ➢ Overwhelming majority feel that different governance and/or operating models are needed for each marina
- ➢ Also reflected in user response; the response from PDHM were slip renters; PRHM are community members
- ➢ This was also reflected at the Open Houses – often heard that PDHM Is a big marina with a small park; PRHM is a big park with a small marina

12. Do you have any comments on whether both Port Dover and Port Rowan Harbour Marinas should have the same governance and/or operating model?

#12 COMMENTS SUMMARY: Governance and Operating Model for Both Marinas

Key Themes:

Differences Between Port Dover and Port Rowan:

- The majority of responses emphasize that **Port Dover** and **Port Rowan** are distinctly different in terms of size, operations, and purpose, and should therefore have separate governance and operating models.
    - **Port Dover** is described as a **large operational marina** with amenities, private usage, and financial success.
    - **Port Rowan**, on the other hand, is considered a **smaller, passive recreational harbour** with historic value, serving primarily public interests and struggling with financial sustainability.
    - Port Rowan also faces **specific challenges** like **siltation**, making it less suitable for boating, and lacks infrastructure to support tourism as effectively as Port Dover.

Support for Separate Models:

- Many respondents argue that treating the two marinas under a **single model** is inappropriate due to their **distinct needs**.
    - **Port Dover** operates as a functioning marina with a larger economic role, while **Port Rowan** is part of a recreational park with a focus on historical and public value.
    - Some responses also highlight the need for **local expertise** and **community involvement** through distinct advisory boards (e.g., the **Port Dover Waterfront Preservation Association** and the **Port Rowan Harbour Committee**) to address each marina's unique needs.

Financial Considerations:

- The **financial disparity** between the two marinas is a key issue:
    - Port Dover is described as **financially self-sustaining**, whereas Port Rowan **loses money** and faces **neglect** in terms of maintenance and development.
    - Several responses stress that **Port Dover's success should not be used to subsidize Port Rowan's financial challenges**, which requires independent management and targeted investment.
    - Suggestions include **separate governance and financial oversight** to avoid the financial burdens of one marina impacting the other.

Operational and Strategic Recommendations:

- Some respondents believe that **one manager with marina expertise** could oversee both facilities, but would need to recognize and accommodate the **distinct needs** of each marina.
    - For Port Rowan, they recommend **updating amenities** and addressing issues like **lakeweed** to attract more boaters and increase revenue.
    - For Port Dover, respondents emphasize the potential for expanding tourism and **waterfront park development** to further boost its success.

Proposals for Change:

- A few responses propose more drastic solutions, such as **privatizing Port Rowan Marina** due to its limited size and challenges. Some even suggest **selling Port Rowan first** to help focus resources on improving Port Dover.

Governance and Advisory Board Support:

- Many believe that **separate advisory boards** for each marina would help tailor governance to the specific needs of Port Dover and Port Rowan, ensuring decisions reflect their unique purposes.

Key Messages:

- **Port Dover and Port Rowan are fundamentally different** in size, function, and financial viability, requiring separate governance and operating models.
- **Port Dover** is a financially successful, larger marina with significant amenities, while **Port Rowan** serves as a smaller, recreational harbour with financial and infrastructural challenges.
- **Separate governance** (including advisory boards) and operational models are recommended to address the unique needs of each marina.
- **Port Rowan** requires infrastructure improvements and strategic development to become financially viable.
- Some respondents suggest **privatizing Port Rowan** due to its struggles, while others advocate for a more integrated approach to managing both marinas under one umbrella but with tailored strategies.

#12 COMMENTS RECEIVED: Raw Data Responses on Governance and Operating Model for Both Marinas

No:

- Port Dover is totally different from port Rowan. There is nothing no gas no bait. Barely a restaurant. It's a beautiful harbor but nothing there for public. Can't even dock the boat to go to the restaurant
- Yes I believe that they are 2 separate identities and that they serve 2 different purposes Port Rowan should be under the parks umbrella in my opinion
- Different marinas may have different economic demands or be in different conditions of profitability. This may or may not require different strategic considerations

- Just look at size of each and communities / tourists they serve. Major difference.
- Port Rowan Harbour is more of a park with historic value that attracts tourism. Port dover is a Marina that supplies dockage and amenities
- There should be a model to suit each marina as they have a different offer
- No they can not both have there own issues and Financial issues.
- Each marina should have its own management board.
- Each marina should be governed by its own Advisory Board who best know the situation and requirements unique to their marina.
- The marinas should be treated separately and run independently.
- It should be up to the comity to decide. Fundamentally it should be self sufficient
- The two marinas are distinctly different and should be treated as such - Port Dover is a large operational marina and Port Rowan is a small passive marina located within a recreational park; the primary source of revenues for PR are from lease payments paid by privately owned boathouses. Norfolk County should recognize and utilize the expertise of the communities with the two separate and distinct communities to assist with making decisions that impact the harbours - the Port Dover Waterfront Preservation Association and the Port Rowan Harbour Committee
- I am less then fully knowledgeable about both marinas to make a sound judgement of this. I suspect that there are issues in common that would justify a common governance model, especially as both are owned by the County. However, there are almost certainly different needs and expectations for the two marinas… they are very different in size and have discretely different problems (e.g., siltation is only an issue at Port Rowan). The creation of two advisory boards reporting to a common control body might be an option, but I would want to see the details of any proposed structure
- I truly believe these are both so different, that they can not share the same operating model. I beleive they both need a separate plan, and details, for each. The best ideas for each would be be from a committee for each, comprised of users of each
- They are just so different that I cannot understand why they could ever have the same governance or operating model. Port Dover is so large, gated, and it has amenities. Port Rowan is historic and has boathouses that are owned on leased property (as it has been for generations). I do think that both harbours have local groups that the County should work with to develop a good, successful, governance and operating model.
- The dynamics are quite different and should be managed accordingly. I don't believe a one size fits all model should apply.
- Port Dover is an active operational marina. Port Rowan is a waterfront harbour park with a boat component. The same model will not work for both
- The two marinas are very different and have different challenges. They should be managed separately. The Port Dover Habour Marina should be not be burdened with

the severe financial challenges of the Port Rowan Marina. Port Dover should be able to flourish on its own

- If one marina is financially successful and one is not, why would you implement changes to both in the exact same way? That is an out dated solution and creates more problems then before. Two entirely different models requires two entirely specific directions, projections, and implementations
- I can only speak for Port Dover but do feel both marinas are in different areas and have their own issues to look at
- If either one is not self sustainable then things need to be addressed independently. Untill it becomes financially viable or shut it down
- Dover is financially sound and serves private needs more. Very different finances. Pt. Rowan is a park for all public
- I believe Port Dover is a Marina, and Port Rowan is a Harbour. The Port Rowan Harbour is essential to the town of Port Rowan. Locals and tourists alike use the Harbour as a recreational activity. It is used for Bayfest celebrations each year, we have concerts and a farm market. When you google Norfolk County the famous picture of the Port Rowan boat houses is the wikipedia picture
- They are both Marinas. Port Rowan, though taking funds from the Port Dover marina annually has been neglected by the County. It is silted in and unsuitable for much boat traffic. It should be properly cared for and see expanded use. If the marina is made into a park then PORT Rowan would no longer be a port.
- As long as pdhm isn't raising user fees to support the deficits at Port Rowan. Both need to be operated in a manner that generates revenue that is put back into the marinas to sustain them. One shouldn't be used to finance the other operating at a loss.
- Separate. Dover makes money. Port Rowan loses money.
- Port dover marina is an asset it makes money every year. Port Rowan is not profitable no comparison
- From my observation, Port Rowan is not run as efficiently, and it doesn’t appear to be as nice of a Marina.
- Not working the way it is. Lots of money seems to be spent on Dover and little to nothing on Port Rowan
- Port Rowan marina has been treated like poor cousin.

Yes:

- You require a Manager with marina expertise and they should be able to operate both facilities. The manager should be responsible to max revenue and control costs . We need to see true operating revenue and future capital costs of the marinas

- Port Doverand Port Rowan should have the same models for operating, and to build on.
- They should be treated as a single entity
- Should be cheaper having both under the same roof so to say
- The marinas need to be treated as one business, without that, the Port Rowan marina is not sustainable moving forward, for any future capital needs.

General:

- I think the development of the Port Dover Marina Waterfront Park area should be slated as soon as possible. This will be a good move in promoting public accessibility to more areas in the already crowded downtown waterfront core. It would increase tourism and enjoyment of public space at the waterfront. Thanks for working on making this social dream a reality. The idea of a survey is a good one as some of us go away in winter and can't attend meetings we would like to be a part of
- Would like to see both these marinas survive however there's the lake weed factor associated with Port Rowan. Boating into port Rowan marina is always tricky with the growth of weeds at that end of the lake. But port Rowan also needs to update amenities at port Rowan marina if they want more boaters there. Because there are not a lot of transient slips available in long point bay, updating Port Rowan marina would attract more boaters there equaling more revenue
- i) Why was the paved road to the boathouses at Port Rowan charged to the Marina since its a public road
  ii) Any room for more launch ramps? Who oversees collection of ramp fees?
  iii) Are the students and regular staff working complete shifts?
- Port Rowan Ramp fees should Not be on the honor system
- I'm not familiar with enough with Port Rowan Marina to comment.

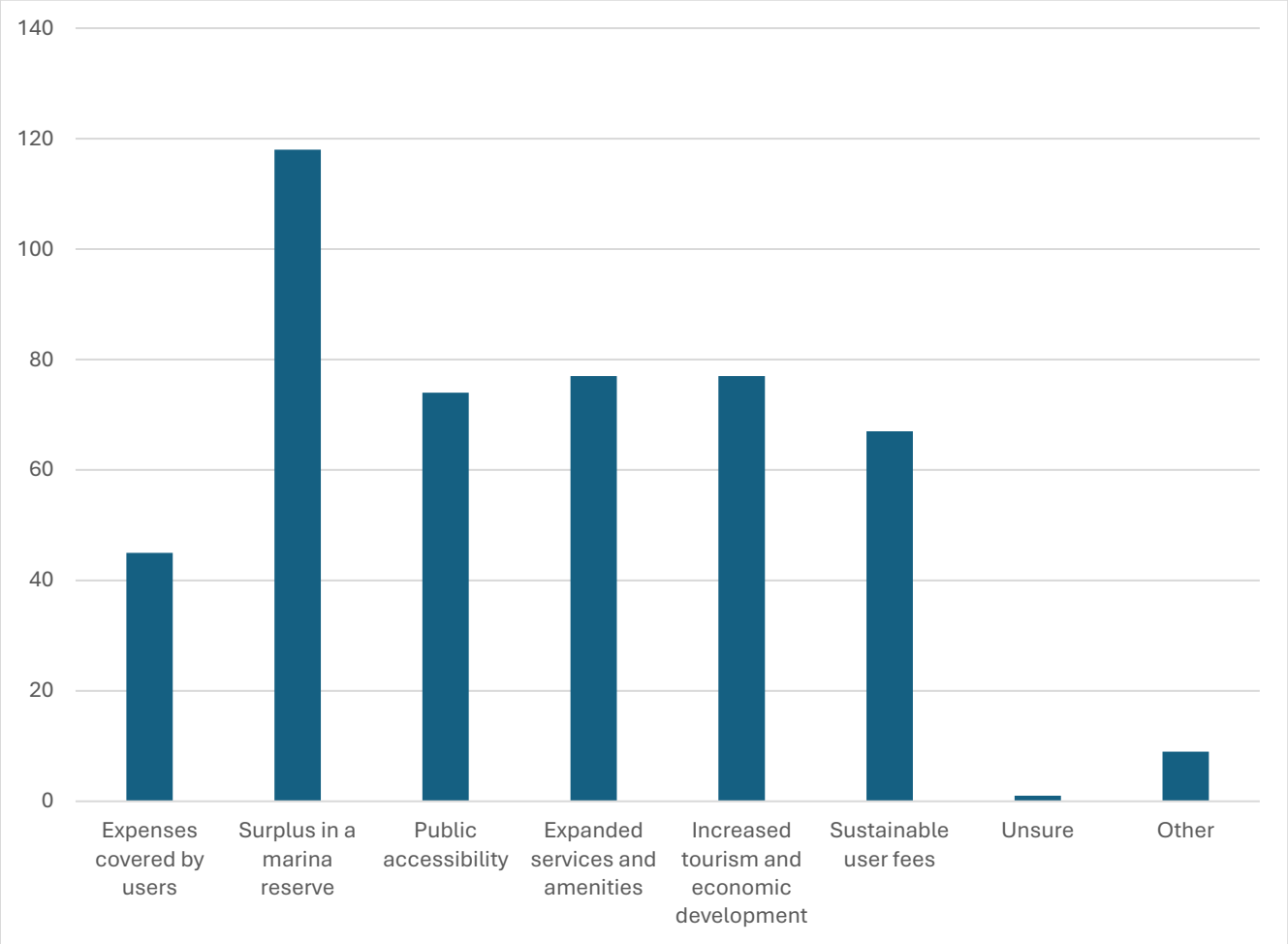
Sell:

- Port Rowan is too small and would be better owned and operated privately
- Sell port rowan marina to private sector
- Sell Port Rowan first, Sell Dover next.

MARINA PRIORITIES

13. What are your priorities for the future of Norfolk County's municipally-owned marinas? (select all that apply)

- Ensuring marina expenses are covered by users, not Norfolk County taxpayers 45
- Ensuring any marina surplus is placed in a marina reserve to cover capital expenditures 118
- Public accessibility 74
- Expanded services and amenities 77
- Increased area tourism and economic development opportunities 77
- Sustainable user fees 67
- Unsure 1
- Other 9



#13 COMMENTS SUMMARY: OTHER Responses on Marina Priorities

User Fees and Financial Sustainability:

- **Opposition to high fee increases:** Several responses express concern about **increasing user fees**, particularly if they are not paired with **improvements in services or amenities**. There is a strong belief that increasing fees without added value will drive boaters away, ultimately harming marina revenue.
- **Concerns about pricing out patrons:** Some individuals worry that continued fee hikes will result in fewer patrons, with one respondent mentioning they would sell their boat and move if fees increase significantly.
- **User fees should not solely cover expenses:** A number of responses argue that marina costs should be shared between **users and Norfolk County taxpayers**, similar to how funding is allocated to other public facilities like sports arenas.

Proper Management and Infrastructure:

- **Need for knowledgeable marina management:** Respondents emphasize the importance of having qualified and experienced **marina management** overseeing operations, rather than relying on county staff, who are seen as inadequate in handling the complexities of marina management.
- **Maintenance and repair concerns:** There is a recurring call for better **maintenance plans**, addressing deferred repairs, and improving overall **capital planning**. Some suggest **federal and provincial grants** should be pursued to support necessary repairs and upgrades.
- **Timely action on infrastructure:** Respondents stress the importance of planning and **acting on infrastructure needs** before they become urgent. This includes addressing the **dredging** and **repairs to boat ramps**, especially at Port Rowan.

Heritage, Community, and Tourism:

- **Celebrate heritage aspects:** Some respondents believe that Port Rowan's **heritage** should be celebrated and integrated into the marina's future planning. This includes creating a vision for the **waterfront tourism** and **local recreational community** elements.
- **Promote waterfront tourism:** Respondents suggest working with organizations like **Boating Ontario** to enhance **waterfront tourism**, drawing inspiration from other successful communities. Developing additional amenities like **water sports programs** and **open water safety** are also seen as opportunities for growth.

Long-Term Vision and Planning:

- **Develop a long-term plan:** Many respondents call for a **clear, forward-thinking vision** for the marinas, particularly Port Rowan, which should focus on **heritage, tourism, and community engagement**. There is a desire for a more structured and proactive approach to **future infrastructure** and marina operations.
- **Engage with local stakeholders:** Several responses highlight the importance of **listening to local boat owners and businesses**, as they are seen as valuable contributors to the future direction of the marinas.

Key Messages:

- **Avoid excessive fee increases** that could drive patrons away; any fee hikes should reflect improvements in services.
- **Shared financial responsibility** between users and Norfolk County taxpayers is seen as a fair solution.
- **Experienced marina management** and a **more strategic approach** to maintenance and capital planning are critical for success.
- There is strong support for a **heritage-focused and community-oriented vision** for Port Rowan, leveraging tourism and recreational activities.
- Proactive planning for **future infrastructure needs** and collaboration with stakeholders is essential to ensure long-term sustainability.

#13 COMMENTS RECEIVED: Raw Data OTHER Responses on Marina Priorities

- I don't believe that the marina fees should be used to subsidize tax payers at our expense the money for expenditures have would be available if the funds had been managed properly and left for future capital expenditures If you keep increasing the user fees at the rumoured 25% per year for 5 years you will close the marina for lack of patrons Very many people I have heard from don't plan on coming back and the 25% increase won't add to the coffers if the marina is half empty
- Any fee increase should be reflective of an increase in service and amenity provided. To simply raise the fees on the backs of boaters while the tax payers of Norfolk County's taxes benefited for years is a non-sustainable solution that will see boat owners leave the marina, dropping revenue. We are saving $4,000.00 a season to move to a better equipped, better run, cleaner marina. Current practices, services and amenities at Port Dover Harbour Marina is not competitive and in fact grossly over priced!

- I believe that the Marina is an asset to the Norfolk county Tax Payer. If it was upkeep properly over the years this never would have been an issue
- If the marinas are treated as part of the recreation infrastructure of Norfolk County then having the County's taxpayers pay part of the maintenance and upgrading costs is entirely logical. Hocky clubs and seniors do not pay fully for the cost of arenas and the seniors centres, so why should users of waterfront parks... which is what Port Rowan is to a great extent now and which PDHM could be with a relatively small expenditure
- I know increasing the price is not the way to go you are going to price your self out of business. I know as a father of four who uses the marina all the time, if the price goes up again I'm going to sell my boat and most likely sell my house and move out of Norfolk County as the Marina is the only thing really keeping me and my family here. The past and present council members should be ashamed of the way that the marina's are being delt with they never should have let the cost for repair get as high as they have gotten and should never have taken the revenue out of the marina
- Ensuring marina expenses are covered by users AND Norfolk County taxpayers, with additional revenue from added amenities (water sports, open water safety programs, etc)
- It is a big fail so far. I hope country listens to suggestions. Many boat owners are business owners so have very valuable input
- Install knowledgeable marina management. Not the marina staff; the true managers at County. The capital plan is bloated, the maintenance plan minimal and lacking foresight.
- the heritage aspects of the Port Rowan harbour area should be celebrated and supported - dredging and repairs to the boat ramp so that the harbour is usable in its intended purpose - a vision should be developed for the PR harbour that focusses on heritage, waterfront tourism, and local recreational community aspects
- Planning for, and acting on in a timely manner, for maintenance and repairs. Actively making use of any federal and provincial funding/grants that may become available.
- Plan for future infrastructure requirements well in advance and don't defer required maintenance and repairs beyond the identified timeline requirements; actively pursue federal and provincial grants; participate with Boating Ontario to develop waterfront tourism; learn from other communities who have successfully developed their waterfront parks and operations

COMMENTS

14. Do you have any additional comments or ideas specific to Norfolk County's Marina Business Sustainability Plan?

#14 COMMENTS SUMMARY: Additional Comments

Governance/Management/Operation

- **Marina Management**: There is a consensus that marinas should be run as separate businesses, with profits reinvested. There is a strong desire for competent management, possibly through a committee of local marina owners or private management, to ensure better operational oversight.
- **County Involvement**: Many respondents believe that the County should not be directly involved in managing marinas, as there is a lack of business expertise within the current staff. There's a preference for reducing County involvement in day-to-day operations, with suggestions to contract out marina management.
- **Local Expertise**: Many participants stressed the importance of utilizing local knowledge and resources to avoid unnecessary external consulting. Trusting Norfolk's residents was emphasized.

Fees/Sustainability

- **Fee Increases**: There is significant pushback against the recent 25% fee hike, with many boaters threatening to leave due to the cost increase and the lack of visible improvements. A call for transparency and clear communication about what the fee increase will deliver is prevalent.
- **Sustainability & Subsidies**: Participants argue that marinas should be self-sustaining through user fees, and tax dollars should not cover marina upgrades. Some support partial taxpayer funding for certain facilities, particularly Port Rowan, given its public accessibility and benefit to the broader community.
- **Revenue Generation**: Suggestions include introducing new services like restaurants, food trucks, and transient boat slips, as well as leveraging partnerships with local businesses to increase revenue.

Upgrades/Expansion

- **Infrastructure Improvements**: Many believe that essential infrastructure like washroom facilities, dock maintenance, and access points need immediate attention. There is a push for more efficient use of funds, prioritizing necessary upgrades over non-essential expenditures.
- **Additional Amenities**: Ideas for expanding marina offerings include creating spaces for larger boats, expanding winter storage, and introducing new community activities, such as dinghy sailing or viewing stations.

Public Access

- **Marina Access**: There is a divided opinion about expanding public access to marinas. Some feel the marinas should remain more exclusive for boat owners, while others see the value in making marinas more accessible to the public for tourism and community engagement, provided there is adequate security.
- **Security and Privacy**: There is concern that increasing public access could lead to security issues, but many suggest that well-planned access with proper security measures could benefit the area.

Waterfront and Community

- **Promote the Waterfront**: Many respondents highlight the strategic importance of Norfolk's waterfront, especially Long Point Bay, and call for more promotion and better utilization of these areas for tourism and recreation. Marinas should be integrated into larger waterfront development plans, potentially including public parks and community events.
- **Community Involvement**: Some suggest more collaboration with local committees (like the Port Rowan Harbour Committee) to find solutions for improving the area and increasing the marina's role in the local economy.

Port Rowan/Special Issues

- **Port Rowan Challenges**: There is a belief that the costs for road repairs (like Dock Street) should not fall solely on marina users, as they benefit the general public as well. There's also a call for the County to work closely with the Port Rowan Harbour Committee to find long-term solutions for the marina's financial health and to ensure a balanced approach to development and maintenance.

Summary:

- Sustainability of marinas through proper management, equitable fee structures, infrastructural upgrades, and balancing public access while ensuring profitability.
- There is also a strong call for better community involvement and transparency in planning.

#14 COMMENTS RECEIVED: Raw Data Responses on Additional Comments

Governance/Management/Operation

- I feel it should be run as a separate business and managed as such with profits reinvested and projects completed as funds available
- County does not have business level minded staff to run a business and needs to recognize this and remove itself from the equation. Especially council
- I do not have confidence in current Norfolk staff to be overseeing any of this. The incompetance is blatant
- Competent management. The marinas have not been operated as a business and as such have suffered
- Eliminate the need for County FTE's to manage this facility. It operated for years with a contracted marina manager

- A committee comprised of local marina owners who can lead and provide inputcabd people who can provide ideas to promote the marinas
- I believe if you change the ownership to anything private or a municipal development corporation we will loose the identity of the Port Rowan Harbour
- private management would encourage growth as it is not a job but a livelihood
- Try not to recreate the wheel. For example there are lots of local businesses that cut grass at a fraction of the cost to hire another civil worker and an expensive machine. Have an oversight volunteer manager with some business experience clear questionable ventures
- It is imperative that the County not waste money on outside opinions, and instead make use of the expertise already right here in Norfolk, in our residents. We know what we need, and how to get it done. Trust us!! Norfolk is our passion, not a cash cow to be milked for all they can get out of it.
- We love our Norfolk County and desperately want to see both of these marinas survive. They are a part of our lives we will support them in any way we can.
- Keep the marinas a place to enjoy and visit

Fees/Sustainability

- Norfolk County needs to cut fees at Marina so that it fills to capacity, grows for further larger boat expansion and find better ways to raise money. Best Marinas have at least a restaurant and on site tack shop for boaters last minute needs. Improve summer camp facilities open boating school for all ages…
- Don’t rip us off !
- Stop this plan to bleed us dry or your Marinas and County are going to suffer greatly if the marinas are half empty… Stop mismanaging marina profits!!
- The survey is coming out long after the barn door closed. 25% has already been tacked onto current slip owners and many of us are fed up with looking at decaying boats, uncared for facilities that have not been kept up, price increases that do not reflect any increase in service or facility. We find it amazing that local arenas just received $12 million in tax payers money to upgrade four facilities change rooms. There is absolutely no evidence that arenas make a profit yet there was no discussion about raising the required fees on the back of arena users!
- The councillors have gotten greedy. We have taken out business to a private marina. A 25% increase for the next 3 years. Seriously?? You will have MANY empty slips
- You better do something quick before season starts otherwise this marina that has always turned a profit will be very emptythis year and for sure next year. All these surveys should have been done in The last two years before you increased the rates without any of this input!
- The 25% fees hike was not well thought through and created a mass upset of it’s Patrons. You have to sell the idea that the patrons will get something better in return for their increased fees. We haven’t seen this yet. We’re all just mad right now because no plan has been rolled out to show how the marina will be improved. Facility upgrades are needed. STOP buying kitchy art decor / lawn furniture shit for

the PDHM with Marina funds. Put it towards bathroom upgrades and pot hole repairs. Things that are greatly needed

- We will pay the 25% increase this year but if it goes up again over 5-7% we will sell our boat. We are already looking at other docking options. Out boat is too big to be moved. We pay over $5k for dock and $5-7k for fuel. It is getting too costly. We should not be penalized for the lack of planning and mismanagement of the marina. The marina is no different than the hockey rinks or library
- Putting our taxes up as a boat house is not the answer. Spend some money there and make it more inviting and worth the drive to port Rowan. We currently have to boat to long point or st William's for fuel and bait. Why ??? There is nothing in port Rowan!!! Spend some money to reinvent the marina!!!
- Grave concerns of how sustainable PDHM is at the currant new user fees. It is important to fill the facility to ensure profits will carry the burden of repairs. We are staying for only this year if there isn't a better solution which most likely requires a new manager that is experienced at marina management.
- When you state "Sustainable user fees" you mean fee 8ncreases. The fees are way higher than that should be already. Don't kill the golden goose. People are already leaving the marina because of fee increases and the marina will be empty soon if it continues. Whomever said they checked markey value on marinas lied about thier reseach because it is 20 to 30% cheaper elsewhere.
- So many people are leaving Port Dover marina with the 25% increase. What money is going to be left to do anything?
- If all profits had been left in a reserve fund only for the marinas there would be no problem with sustainability and the marinas would have been in better condition now. Going forward that should be implemented . I am not renewing my slip in Port Dover as I find the the 25 % increase ridiculous and out of touch with reality. There are many other marinas in Norfolk at less cost , more value .
- We have been boating at Port Dover marina for 25 years and have supported the changes good or bad at marina. Its a real shame that the boaters are getting a 25 percent increase due to miss managed money that marina has made year after year. Lots of money that could be made with better hour of service, have boating supplies for sale at gas dock , fill the docks with transients, events at marina that are sold by ticket sales, use full capacity yard for winter storage. Raising dock fees by 25 percent is driving boaters away
- Currently Portdover marina has a profit those monies have not been used to update this assets tax payers and uses are paying for a marina that's not being used by them port Rowan funded by port Dover. Locals tax payers who have boats slips should receive a discount as we are already paying taxes Allowing the public to access the marina remove exterior security gates and have dock gates move day renters parking to outer parking slip renters should have priority parking close to there docking stagger hours to ensure to capture day users fees not left up to honor system a club house restaurants or coffee trucks will draw greater attention and revenues remove all the scrap boats they have all been sitting more than ten years and take up revenue opportunities

- This would not be up for debate if the County had not "raided" the Marina's reserves to artificially offset the tax Base
- No paid parking
- People doing the planning need to talk to marina patrons to know how things are really run and what is needed to make it better. The marina could be a huge draw to our community but because of poor management and misappropriation of funds to date is in a mess. Now the boaters are being asked to bail the county out through increased fees when they have been paying fees all along but they didn't go into the reserves to keep up with the upkeep of the marinas. It is imperative to have someone knowledgeable about marina operation and boating in general as well as recreation to head up the future management. The county has demonstrated by their previous mismanagement that they don't have that experience or
- knowledge. 25 percent increases to the boaters is not the answer. It's driving patrons away from the marina rather than attracting them. Let's be creative and partner with local businesses to increase amenities like restaurants, recreational areas, a store etc that would be a draw for boaters and Norfolk county residents and tourists. Take a look at Port Colborne or fifty point or port Dalhousie. They are Tourist destinations.
- I think "marina smart people" have to thoroughly revise the capital expenditure forecast. Big multi-million dollar tickets like dock resurfacing should be debentured over time rather than expensed up front. The current boat lift contract should be continued, to avoid $500,000 purchase of a new lift. All of the operating budget lines have to be reviewed, including "interdepartmental charges" that seem inappropriate for the marinas, and what falls under "infrastructure funding?"

Subsidization

- Run both of the marinas like a regular non subsidized business!
- Stop competing with local tax paying marinas. Target transient boaters which will spend more money our town while they enjoy Norfolk
- User fees are unreasonably low. Most Muskoka and Georgian Bay Marina fees are double what they are in Norfolk. This means that non marina users are subsidizing the users.
- I don't believe Gov't should be in the Marina business but if they are price of dock rental, etc should be the same as the private sector so as not to undercut the private sector
- Norfolk county tax payers should not pay for any upgrades to "marina clubhouses". if marina tenants wish to have a "clubhouse" then docking fees should be increased to serve this need.
- I expect that most Norfolk County taxpayers who are not involved in boating tend to be apathetic to these surveys. Accordingly, place more weight on that subset of taxpayers vs those who boat at the Marinas, who tend have a vested interest in maintaining the status quo.
- As a taxpayer, I see the marinas as a luxury, they should not be subsidized by the tax base. A very very tiny part of the County population can afford to have a boat to use

the marina. Recreation is important, but boating is very limited, people need a license, a boat, means to move that boat, etc. All of this to say, I do not view Marinas as a recreation service that the County should be prioritizing over other recreation items, that significantly more residents can use, and offer significantly more health benefits. They should at a minimum 100% pay for themselves

- The upcoming expenditures for both marinas, especially Port Rowan, will have a negative impact on the county budget. Norfolk County should not be in the business of operating and managing local businesses. It's their job to provide services for all county residents, not subsidize marinas for the very few that use them. Selling them is the best option, so taxpayers don't have to borrow millions for upgrades. We are broke as it is. If you can afford to buy a boat, you should expect to pay the operating costs, not rely on your taxpaying neighbours to help. This is a luxury, not a necessity
- Marina expenses should be mainly covered by user fees. However given the fact that since 2008 much of the PDHM's profits have gone to offset the tax levy and not to deal with capital expenditures, funding from both provincial & federal governments should be sought. Also, it is vital to open up the PDHM to the public so that they can enjoy increased access to the waterfront. In so doing, incurred costs for public washrooms, ground maintenance etc. should not be paid by marina patrons but rather through Parks & Recreation revenue & perhaps parking fees
- As a Norfolk county resident and tax payer my self. I think I feel like most other residents and tax payers, that if the Rowan Marina partially subsidized by tax payer funding, that it is acceptable, as the marina draws people to the area for local businesses to benefit from it, also the port Rowan Marina is available for recreation activities, to the public just like any other park or soccer field, etc. that are also partially subsidized with taxpayer money. The port dover marina however is a different animal, as it it really not accessible to the public, or the taxpayers, unless you are a member of that marina, paying for its use. So this is what they should be both be managed and treated very differently.
- The money generated by the marina should go to the marina
- Use some Port Dover surplus to help Port Rowan deficit. We are all Norfolk clan.
- As noted above we need to see the revised capital plans without some of the items that were identified as not needed ie recreation building , crane etc. We need to see proper full revenue allocations . We need to see the revenue less expenses before allocations to reserves to see the true financial status

Upgrades/Expansion

- With the large increase in dockage fees. I believe the pump outs should be free with slip rental.some how create another location in PDHM for larger boats other than dock 5
- Fix / tidy up the canoe launch area at the Port Rowan harbour, make it safer. Perhaps rent out the space to a canoe company. Install a couple of the viewing stations with those binoculars they have at Niagara Falls etc. Folks would love to see Bait Island,

Turkey Point, Birds etc. from the Port Rowan harbour. These could be a passive income. $1 to view for a limited time. One could be set up by the parking area in the harbour and another by the flags area perhaps

- The establishment of a dinghy sailing community with its own ramp at each marina that does not interfere with larger boat traffic could provide additional revenue via fees for membership, storage, etc. Expanded marina use of this kind would provide additional customer traffic to dining and related services
- Norfolk invested in new technology for parking in the summer at the various beach towns. They should use new advanced technology (apps) for Daily Boat slip purchase
- Please spend some money in 2025 and rehabilitate the washrooms and install HVAC in the washrooms. The Patrons are paying 25% more....they need to see some improvement in services, and a washroom rehabilitation project would demonstrate a commitment from Norfolk. Take some action in 2025. Do something. Anything

Revenue Generation Ideas

- Increase winter storage. Have more opportunities for dry sailing. Rampage hours need to be increased
- I'd also commission food trucks to the pier for take out summer meals
- Make the marina more accessible to the public to bring in additional users and revenue.
- There are an enormous amount of opportunities for revenue at these marinas. Location being extremely strategic to draw from both within and beyond Norfolk County by introducing dining, festivals, food trucks, and music events.
- Provide clear parking for boat/trailer vehicles Possibly use same lot for winter storage?
- Would like more transient slips for hourly use. Municipality + user fees to cover fees. This increases tourism + revenues to Community

Public Access

- I do not see a need for projects/infrastructure expenses to make Port Dover Marina more accessible to the public. It is located too far away from the downtown core and beach. Also, there is not much unused space for additional amenities. It would be money poor spent
- Public access to the marina but the docks should behave private access for boat owners. Reasonable fees for pump outs or free pump outs when buying gas. The USA has clean water projects where they look after lakes and rivers by offering low cost pump outs to boaters. The cost at the marina is outrageously expensive
- Tell people like <*name redacted*> they don't know what they are talking about. Janet Blackburn has done an excellent job of managing and operating the marina. Boaters are known to bitch and complain about anything and everything. Essentially they are looking for something to bitch bout. <*name redacted*> and <*name redacted*> do not know the first thing about operating a marina. I have owned and operated a marina

and understand the nuances of running such a business. The marina should not become public property with trailers running through it. Security becomes a major issue
- Think big! Do not limit planning to the maintenance of the status quo. My experience with, for example, the Portsmouth Olympic Harbour shows absolutely that the paranoia about security that is evidenced by the fencing and gates at the PDHM is NOT necessary. The Olympic Harbour site is completely open to the public with a public park and child's playground. The building there has not equivalent in Port Dover or Port Rowan, but the site is used often for public events, something that must be considered in the context the available infrastructure and grounds in Port Dover and Port Rowan. With regard to the PDHM, the marina should be considered as an extension of the waterfront at the foot of Walker Street that is such an important public draw. Do not keep the PDHM isolated any longer
- expand public access so long as slips have proper SECURITY!

Waterfront

- Love the county you live in. Appreciate your people and your waterfront. Make this a priority. Make this work now
- Norfolk County is SOOO lucky with our placement in Long Point Bay, PRIME water and wind conditions in Southern Ontario (I've sailed on Lake Ontario, Huron and Lake Erie). I am so lucky and so privileged to be able to have learned about lake life and built my life and my family around Lake Erie being such a prime location. I AM LUCKY that the stars aligned! Let's make it so that people don't have to get lucky or just "happen" to be introduced to Long Point Bay. Let's promote using this wonderful part of our identity and make it EASY for other people to do the same as I did. And make it easy for adults to continue participating in the joys of watersports offered by youth programs. I love Norfolk County, let's make sure we use it to it's fullest potential!
- Port Dover Marina should be part of a larger waterfront park

Port Rowan

- I have felt that it was wrong that the charges for repairing Dock St. were considered the burden of the PR harbour and the boathouse owners/boating users. If the road I live on is repaired, it is not the responsibility of the houses on that road to pay that specific cost. All roads are repaired, bridges are built, etc..., and then the general budget pays for those costs. The costs of repairing Dock St. is a general cost of the roads department not the burden alone of the PR Harbour. Also I feel that it would really benefit Port Rowan and area if Norfolk County would work with the Port Rowan Harbour Committee to figure out new ways forward for the park and Port Rowan harbour
- Port Rowan specific - whether Dock Street is municipal or not; remove the interest charges from the marina budget to give PR a chance to break-even; it is unreasonable to expect the boathouse owners and dock slip renters to solely pay for

road construction when the road/pier is heavily utilized by the general public; work collaboratively with the Port Rowan Harbour Committee

- I can't speak for Port Dover. I am a lifelong Port Rowan resident of 65 years, but this place is deep in the history and spirit of Port Rowan. I don't think asking for some volunteership for some of the needed labour would be refused. Port Rowan Harbour has been and should continue to be a gem in Norfolk County
- The Port Rowan harbor deficit is due to the Dock Road repair at this time. The repair of the Road should be the responsibility of the Roads Budget not the Harbor. all roads and bridges can require sea wall and other wash out protection
- I think our downtown would benefit from a more successful marina. Norfolk can do a better job on using the PR harbour as a promotional location as part of promoting Norfolk.

General

- No as it isn't available yet.
- As far as I know, there isn’t a viable marina business sustainability plan.
- As far as I know they don't have a viable plan.
- See Above Comments
- I have a three page report.
- None at the moment
- Thank you for public meetings!